

Oiltanking

connections



**THE
SAFETY
ISSUE**



Safety First!

When people get into a car, they usually buckle up for safety; at night, they probably lock their front door to protect their precious belongings. The list of precautionary measures we take to increase safety in daily life goes on and on. What about safety at the workplace?

The nature of our business involves handling of products that may be flammable, environmentally hazardous and sometimes toxic. Reducing risks associated with these products requires a skilled and focused execution of day-to-day operations at our terminals and construction sites. Focus on safety is an essential part of how we conduct our business. Safety is a key value for Oiltanking and a cornerstone of our strategy. Safety is about awareness, having the skills to manage risk, and above all about leadership.

One of the key pillars of our 2020 Strategy is to further foster Health, Safety, Security & Environment (HSSE) responsibility and accountability across all line managers by mandating HSSE and Assets & Operations

communities to jointly pursue an HSSE improvement agenda. To underscore this ambition, we organized an Oiltanking Global Safety Day on March 22, 2017. Offices and terminals around the world came together with contractors and customers to host a broad range of activities dedicated to enhancing workplace safety.

Safety starts with each and every one of us. Our individual behaviours ensure that safety is always a given, no matter what, in every activity, decision or situation we engage in.

We hope you enjoy this issue of connections, dedicated to safety!

Happy reading – and stay safe!

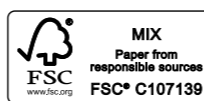
Daan Vos

Daan Vos
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Koen Verniers

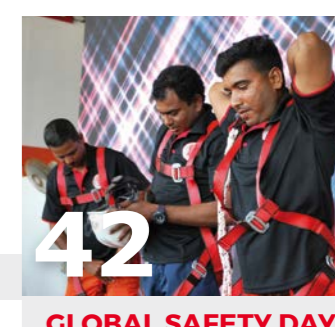
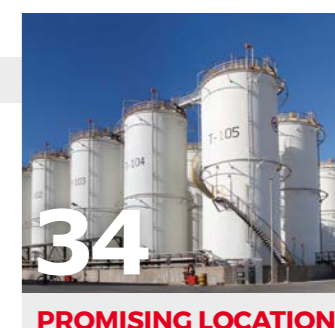
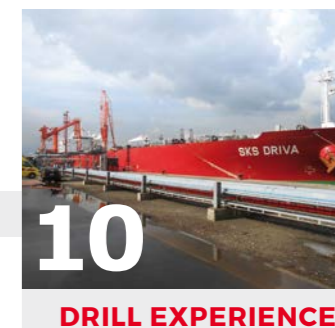
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Cover: Pedestrian lights – The red signal means stop and wait. Oiltanking colleagues take their time also as safety is one of their main priorities.

Grand Opening in Karimun



MEMORABLE Oiltanking colleagues, some dressed in typical Indonesian batik shirts, in a proud line-up

■ **Weeks before the grand opening** of the PT Oiltanking terminal in Karimun, a joint venture between Oiltanking GmbH and the Gunvor Group, some of our Oiltanking colleagues were asked: "What is your shirt size?" What may initially have seemed like a peculiar question turned out to be just another part of a perfectly orchestrated event. Dressed in custom-made Batik shirts to highlight the Indonesian culture, colleagues of Oiltanking and of the Gunvor Group welcomed around 300 invitees. Among them high ranking officials such as Bapak Arcandra Tahar, the Vice Minister of Energy and Mineral Resources of Indonesia, Directorate General of MIGAS, Mr. Hendrik Barkeling, the Deputy Head of Mission of the German Embassy, Dr. RM Aria, the Representative of Indonesian Embassy of Singapore, Bapak Nurdin Basirun, the Governor of Riau Islands Province (KEPRI), Bapak Aunur Rafiq, the Regent of Karimun, Bapak Cendra, the Chief of Karimun Free Trade Zone, as well as all local government staff and other residents of Karimun.

After an opening speech by Snehashish Chatterjee, General



Manager PT Oiltanking Karimun, and words of welcome by several other representatives, Bapak Arcandra Tahar officially opened the terminal by opening a symbolic valve and signing a plaque commemorating the occasion. He pointed out that the government strongly supports and will continue to encourage all efforts towards achieving national energy reliability and independence by improving the security of supply by strategic storage across the nation. Governor Bapak Nurdin Basirun underlined that both the Riau Islands Local Government and the local community strongly support PT Oiltanking's development in Karimun so that it can support the government's policy in the energy sector.

PT Oiltanking Karimun's state-of-the-art terminal has four deep-water berths, Very Large Crude Carrier (VLCC) capability, and onshore infrastructure. With a total storage capacity of 730,000 cbm, it is well equipped to serve the growing demand for petroleum products in Asia. The terminal has plenty of ready-to-build land available for future expansions – and bolstered by the blessing given by Pak Ustadz, a local priest, during the opening event, it



couldn't be better positioned for an auspicious future!

SYMBOLIC Koen Verniers (on right), Aunur Rafiq, Nurdin Basirun and Arcandra Tahar inaugurate the terminal by opening a symbolic "valve"

Oiltanking Lends a Hand

Over the years, NLdoet* has become established as the biggest day of collective volunteering in the Netherlands. This year the Oiltanking Terneuzen management team decided to lend their support, so seven colleagues and some of their family members pitched in at an animal shelter on March 11, 2017.

■ **The animals seemed to sense** that there was something out of the ordinary about the day. The dogs in the kennel barked energetically, running back and forth excitedly, while the cats in their compound seemed even more cautious than usual. Perhaps it was because there were some unfamiliar faces at the shelter that day – unfamiliar to the animals, but familiar to the staff at Oiltanking Terneuzen: Rozanne van Lopik (accompanied by her daughters Madelief and Noortje); Sjaak Mangold; Boris Oudenbroek; Ad Riemens (and his daughter Eva); Leendert Schouten; Patricia de Theije; and Sandra Wesselius. The seven Oiltanking Terneuzen employees spent the afternoon of Saturday, March 11, 2017 helping out at the Dierenasiel Zeeuws Vlaanderen animal shelter, located close to the terminal, where they busied themselves with tasks that are not usually part of their job description: tidying the shelters and the landscaping, cleaning the rooftop, and

fixing the kennels that needed repairs. They were just a few of the more than 350,000 people who rolled up their sleeves on March 10 and 11 as part of the NLdoet* day of volunteering in the Netherlands.

During this big annual nationwide activity people can choose from a wide range of volunteer tasks. One just has to enter one's zip code and apply on-line choosing from one of the many choices popping up close to one's place. The initiative is backed by the Oranje Fonds (Orange Foundation) whose patrons are Their Royal Highnesses King Willem-Alexander and Queen Maxima. It follows that members of the Dutch royal family set a good example every year by volunteering themselves. Introduced to highlight and promote the importance of volunteering work, NLdoet usually takes place on the third Friday and Saturday in March. While colleagues from Oiltanking Terneuzen have participated

independently in the past, this was the first time that the terminal's management initiated a joint action.

Volunteering at the animal shelter left the colleagues with new experiences, some of them quite emotional. While tending to the dogs, terminal operator Ad Riemens' daughter Eva, fell in love with a beautiful calico cat. Ultimately, father and daughter decided not to add yet another pet to the many they already have; they hope the cat will find another caring family and won't be there waiting for them next year. Our Oiltanking colleagues will be able to see for themselves, as they have already pledged to help out again during next year's NLdoet!

* NLdoet = The Netherlands (NL) takes action

OILTANKINGDOET Helping out at the animal shelter was the perfect way to serve the community during NLdoet*

HIGH-RANKING HELPERS Even members of the Dutch royal family, like King Willem-Alexander (center), roll up their sleeves and help get things done on NLdoet*





Pictured Process SAFETY MANAGEMENT

YELLOW STRIPES serve to alert people to a potentially hazardous situation, e.g. "Mind your step and hold the handrails" to help prevent falls and injuries



NOTICE BOARDS AS REMINDERS Placed at the entrance to the terminal: The six steps in response to fire or explosion (left); six categories of items to be observed and communicated (center); "Take 5" safety rules

To achieve operational excellence and climb further up the safety culture ladder, Oiltanking in Daya Bay and Nanjing focused on the topic of Process Safety Management in conjunction with training to put this knowledge into practice.

■ **Process Safety is a framework** for managing the integrity of operating systems and processes that involve hazardous substances. Good design principles, engineering, and operating practices are applied to prevent and control incidents that have the potential to release hazardous materials or energy. Knowing about process safety management is one thing, putting it into practice something else. With a strong will to continuously improve their safety performance, employees at the terminals in Daya Bay and Nanjing have put their knowledge into action at their terminals.

The steps taken by Oiltanking in Daya Bay and Nanjing promote the proactive behavior of the employees, enable them to comply even better with regulations and other requirements, and ultimately reduce the likelihood of occupational injuries and workplace damage.



1. SHARE HSSE EXPERIENCE

Our colleagues began by organizing a Health, Safety, Security & Environment (HSSE) session, where they shared their knowledge and talked about their own real-life experiences.



2. MANAGE AREAS OF PERSONAL RESPONSIBILITY

The areas of responsibility of each shift/each operator were redefined, with the proviso that the colleague in charge shall pay close attention to whatever is happening in the designated area, including maintenance issues and potential safety risks.



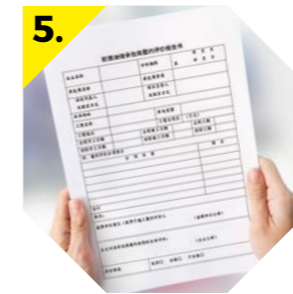
3. STANDARDIZE DOCUMENTS

The filing of HSSE information was standardized by completing and updating all paper-based HSSE documents. The next steps will be exploring the electronic paper-free documentation.



4. REVIEW STANDARD OPERATION PROCESSES

Operations processes were reviewed from four perspectives: operational procedures, potential risk analysis, precautionary solutions, and required facilities or tools.



5. CREATE CONTRACTOR EVALUATION FORM

A contractor evaluation form was developed to re-evaluate the performance and compliance of existing contractors.



6. INTRODUCE INCENTIVE SYSTEM

Oiltanking set up an incentive system for employees who show a proactive attitude at work or address potential risks at the terminals.



7. REVIEW SIGNAGE

Finally, the signs and notices to help people remember the essential safety rules at the terminals were enhanced. Also, "turn off the light" signs were placed where people tend to forget to do so; this saves energy, another goal of the terminal's ongoing efforts for efficiency.



Contractors Safety Network

In the lead-up to Oiltanking's Global Safety Day event on March 22, 2017, Oiltanking Asia Pacific held a contractors networking session in Singapore two weeks earlier. The get-together was a perfect opportunity for Oiltanking contractors across all sectors to meet and provide input for improving workplace safety.

■ **Contractors are integral** to the day-to-day business of Oiltanking and its terminals. Their Health, Safety, Security & Environment (HSSE) performance can have an impact on Oiltanking. Back in 2014, with the aim of enhancing the HSSE culture at its terminals, Oiltanking in Singapore established the Contractor Safety Network (CSN) to provide an effective forum and communications channel between its departments and management of the various contractor companies. In 2016, the HSSE department arranged a contractor network meeting with all its contractors to communicate on the Contractor Management Database, HSSE Rules & Regulations, Cardinal Rules and Maintenance & Repair as well as the Health & Safety expectation.

On March 10, 2017, two weeks before Oiltanking Global Safety day, the HSSE department in Singapore decided to host another contractor networking session. Approximately 140 management-level representatives from eighty contractor companies convened at a hotel to get to know each other and meet members of the Oiltanking Leadership team. In their presentation, Douglas van der Wiel, President of Oiltanking Asia Pacific, and Yeong Kwek Leong, Vice President Assets & Operations, first reviewed the achievements of the

ANIMATED DISCUSSIONS Some of the contractors have long ties with Oiltanking and can even remember its first days in Singapore



OVERWHELMING RESPONSE Oiltanking Asia Pacific invited senior management representatives of all its contractor companies to a networking session on safety

past, focusing especially on the good HSSE record of 2016, then gave insights into such matters as Oiltanking's Strategy 2020, the safety culture ladder, and desired behavior.

The contractors also had a chance to speak and demonstrate how they ensure HSSE in general, and specifically ensured at Oiltanking Singapore's ongoing jetty expansion project at Marine Jetty 22. The mooring contractor outlined its evolution since the early 1990s, from being a sole proprietorship to its current private limited company structure, complete with a safety department to ensure that safety comes first for its mooring activities at the jetties.

The Contractors Networking in Singapore was a great success down the line. "Feedback from the contractors was extremely positive. They deeply appreciated the information provided and said no terminal in Singapore had ever made such an effort before," commented Winston Low, HSSEQ Manager, who is pleased with the results of the session.

The Contractor Safety Network (CSN) includes the following activities:

- 1 Contractor Networking session attended by the management of all contractors and Oiltanking's leadership and relevant departments, to share and coordinate Oiltanking's strategy, policies, new initiatives and HSSE requirements that affect or involve the contractors.
- 2 In projects spanning longer than three months, the contractor's site management & HSSE representatives are invited to the monthly workplace HSSEQ committee meeting.
- 3 Random joint walk-throughs at the project site with contractor site management & HSSE representatives and Oiltanking (HSSE, Operations and Engineering). Findings are shared at the monthly workplace HSSEQ committee meeting. Shopping vouchers are also awarded to the contractors' workers who have demonstrated positive behaviour or compliance.
- 4 Quarterly HSSE review with contractor management for major projects.



PART OF THE DRILL
The SKS Driva transporting gas condensate played a vital role in the drill



The most recent mandatory annual evacuation drill at the Oiltanking Stolthaven terminal in Antwerp simulated an act of sabotage during the discharge of gas condensate: a complex scenario that for the first time involved a shipping company.

■ **One minute**, only the usual humming of computers and the occasional conversation between colleagues was heard in the control room. The next minute, red alarm lights started flashing, and several alarm signals went off.

What was going on that Friday, the 18th of November 2016?

While the team managers of Oiltanking Stolthaven Antwerp (OTSA) and their client SABIC had been informed beforehand, for the colleagues on duty, the emergency drill came unexpectedly:

"During the discharge of gas condensate, the swell caused by a vessel passing at high speed causes one of the mooring ropes of the SKS Driva to snap. This moves the loading arm outside of its working range and causes one of the loading arms to disconnect without activating the ERC. This results in a spill of approx. 500 cbm of gas*



SMOOTH EXECUTION Everyone involved took appropriate action, e.g. evacuating a crew member, installing a water screen, and laying a foam carpet

condensate on board and ashore. The incident injures one crew member aboard the SKS Driva who must subsequently be evacuated."

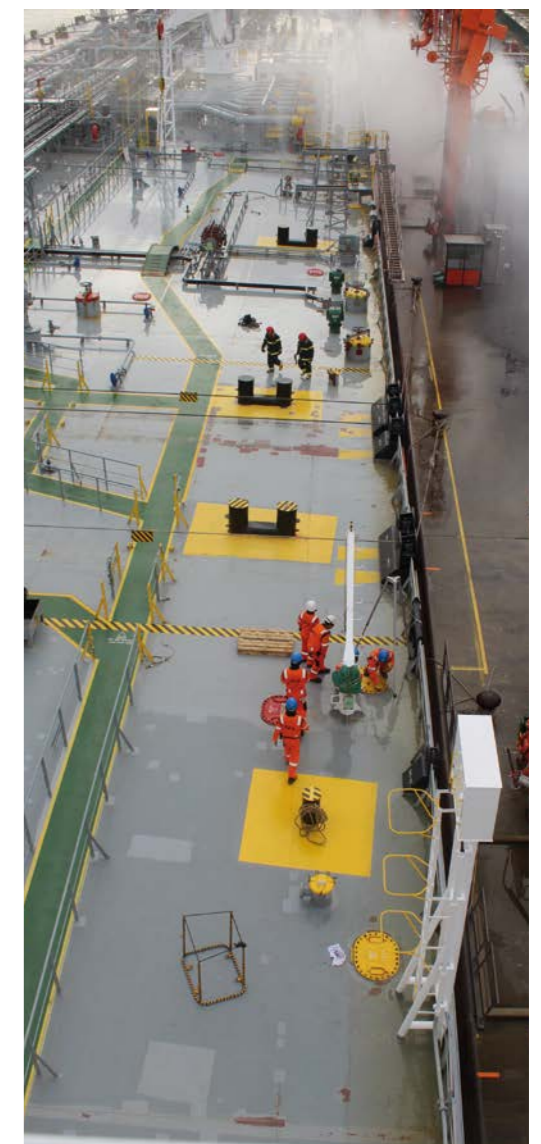
Now all parties involved were called on to prove that they were capable of handling such a situation. And they did! Colleagues on the OTSA Crisis and Intervention teams activated the internal emergency plan. OTSA's client SABIC tested its own emergency response procedure and informed the SABIC safety services. For the first time, the Norwegian shipping company KGJS, owner of the SKS Driva that transports the gas condensate, took part in the exercise too. The crew carried out the ship's emergency plan, this time not at sea but in the dockyards. In addition, they evacuated their injured crew member. A total of 48 people were involved in the drill, including the Antwerp zone fire brigade and representatives of the Port Security.

After the drill, which lasted approx. three hours, all necessary actions were taken by the OTSA crisis teams to bring the organization back to its normal operating mode, and the aftercare program was started.

"The drill was a success for everyone involved: it confirmed that we are well prepared for this type of incident and that it is possible to work together across organizational boundaries. On top of that, we got a lot of ideas about how to further improve our ways of working," commented Geert Verhaeghe, Managing Director OTSA.

The mandatory evacuation drill at the terminal usually takes place towards the end of a year, each time with a different scenario. The HSE department is already planning the plot for 2017, a massive oil spill in the harbor docks!

* Normally, when the Emergency Release Coupling (ERC) is activated, valves are closed before a disconnection. In the drill scenario, the ERC was activated but due to an act of sabotage the valves stayed open.



LIVE AND LEARN
Even experienced
drivers benefited
from the three-hour
driver safety training

Buckle up, and off we go!

53 Oiltanking Deutschland employees who underwent a driver safety training at the Nürburgring in Germany two years ago are still benefiting from and applying the knowledge they gained. What did they experience and learn back in 2015?

"I found it especially edifying to see how the vehicle behaves when braking in wet conditions and in tight curves, and how best to control this"

Manfred Schlöffel, Tank Terminal Manager at Oiltanking Bendorf

company's staff can safely be described as frequent drivers; it is not unusual for them to cover 30,000 km per year. So it was obvious for Oiltanking, a company that gives top priority to the safety of its employees, to think about driving safety, too.

The driving safety center at the Nürburgring, which is famous as a Formula 1 race track, offers car safety training for road users in cooperation with the ADAC (General German Automobile Club). This is where 53 Oiltanking Deutschland colleagues (including nine women) began their three-hour driving safety training. Two colleagues sat together in one of

■ Anyone can step on the gas, but can they really control and steer a car safely also in critical situations? At the Oiltanking Deutschland annual meeting at the end of March 2015, a special point was on the agenda: driver safety training. Some of the

their own cars and were constantly in radio contact with the experienced safety staff. Because overconfidence, misjudgment of situations, and inappropriate reactions can quickly lead to accidents, the training centered on these factors. The scenario was the same for all the colleagues and included training in handling situations on different road surfaces in combination with curves, slopes, obstacles or skids.

After the training, the colleagues all felt that they were now better able to control their cars and were better prepared for possible dangerous situations. However, the benefits of the training are not limited to those who took part. Drivers who can safely control their cars, think ahead, and can adapt their driving to a given situation, can identify dangers earlier on and thus also contribute to the safety of other road users.

"I've had my driver's license for more than 40 years, but I found myself floundering in some situations, and I now feel better prepared"

Karin Napierski, Management Assistant, Oiltanking Deutschland

Responding with Confidence



At the beginning of the year, employees at Marquard & Bahls in Hamburg had the opportunity to take part in a self-defense course for women. The 44 colleagues from Marquard & Bahls and its subsidiaries who participated received assertiveness training and learned possible courses of action when faced with an aggressor.

■ For many women, walking along a dark, deserted street in the evening is a daunting, unpleasant proposition. It would certainly help if one knew how to defend oneself against potential attacks – and so our colleagues gladly accepted Marquard & Bahls Hamburg's offer to participate in a safety training for women.

Under the tutelage of Thomas Haft, a personal trainer and health coach with plenty of experience in matters of safety, they initially learned the basics of assertiveness. The participants were then able to put their new knowledge about perpetrator and victim profiles, behaviors, and body language into action in various role-playing games. The difficulty usually lies in breaking down and overcoming one's own fears,

uncertainties or feelings of shame and embarrassment. "Nothing can replace first-hand experience – which is why it's so important to get the participants actively involved," explains Thomas Haft.

However, he also makes it clear that when it comes to safety (for women as well as for men and children), one distinguishes between two types of violence: physical and psychological. The latter is expressed, for example, in (sexual) harassment, misogynist language, or bullying. "So a sense of self-esteem, along with behavior that commands respect and clear communication are a high preventive asset worth advocating."

Five Safety Tips

- **Safety begins in your own head!** Decisions are often – and correctly – made on "gut instinct." When in doubt, follow your instincts and your gut.
- **Walk tall and proud!** In many cases, your body language (your manner of walking, stance, facial expression, gestures, etc.) can already ward off harm – command respect and be direct.
- **Recruit help!** Approach other people around you if you feel you need help and/or a situation appears strange to you. Don't be embarrassed. Transcend the anonymity of the daily routine.
- If necessary, **shout loudly for help!**
- **Defend yourself!** Not just verbally – dare to actually fend off an aggressor. Learn some self-defense mechanisms.

WE CAN, WE CARE ...

Window of Opportunity

GRAND BUILDING
The Dianova headquarters is sometimes used as a film set, which helps to bring in much-needed funds



The Oiltanking Spring meeting in April 2017 in Portugal was held under the motto "We Can, We Care." This time, a full day was reserved for a joint Corporate Social Responsibility activity with a focus on sharing a unique experience and, more importantly, creating something together.

■ **It is a cherished tradition** for Oiltanking colleagues from terminals and offices around the world to meet once a year for the Spring Meeting, where they discuss the latest facts and figures and exchange information. However, under this year's heading "We Can, We Care," the event was given a slightly different agenda. Instead of the usual half-day, the 120 participants had a whole day to participate in a social activity – but they didn't know what they were going to do until the very last moment.

After the first half day of the event, which featured in-depth presentations and discussions, the next morning participants found themselves heading towards the Dianova Portugal Association's Torres Vedras, a scant hour's drive away. This non-

BIG SURPRISE Colleagues had no idea what lay in store for them

governmental organization specializes in the treatment of addiction, as well as professional reintegration and social support for people with addictive disorders. It works to develop actions and programs that contribute to personal autonomy and social progress. Patients live on the premises and follow diverse programs. While the organization's mission and focus is intact, its buildings are in disrepair. The venerable main building is in need of partial refurbishment, and the organization is always looking for financial support. Which is where Oiltanking enters the picture.

A week before the meeting, nine new windows had already been installed, sponsored by Oiltanking. Now, the colleagues themselves were called on to get involved. Divided into several groups, some



DRESSED FOR SUCCESS Teams prepared themselves for their tasks



WE CAN, WE CARE Colleagues lend a helping hand and exhibited unknown talents



CLEARING THE UNDERBRUSH

Colleagues freed a chapel from rampant weeds, cleared dense underwood from a basin, and set up a Zen garden

showed off their green thumbs by taking on gardening chores. Others exercised their culinary skills as part of the catering team in the kitchen, and other groups cleaned the yard or painted the front of the building and back doors as needed.

At the end of the day, our colleagues left with a sense of having jointly achieved something positive and made a valuable contribution to society. In the process, they got to know their colleagues better, shared experiences, and last but not least, had fun.



PLEASE SCAN
to watch the
group in action

SHINY AND NEW With a fresh coat of paint on the front door and back of the house, as well as the back doors, and the entrance and the inner yard cleared of rubbish, everything looked much better again

The Kalimantan Connection



IOT has added a new place to its Engineering, Procurement, and Construction (EPC) map with the successful completion of an oil terminal on the Indonesian island of Kalimantan.

Oil and coal have another connection apart from both being fossil fuels. Indonesia, the world's biggest coal exporter, is set to surpass its own world record by exporting 489 million metric tons in 2017. Oil terminals dedicated to the mining business are springing up across the country, and IOT is capitalizing on this fact with its EPC expertise.

The story began in April 2014 when IOT won the contract to build a terminal in Kalimantan for a joint venture between British Petroleum and the Bakrie group. The diesel terminal with a capacity of 75,000 cbm would be used to supply the mine of one of Indonesia's biggest coal producers.

Indonesia is not exactly uncharted territory for Oiltanking, which was also working on a challenging terminal construction in Karimun at the time. While the two projects differ significantly in size, they face similar challenges: inclement weather, strict labor laws that mandate the hiring of locals, linguistic and cultural barriers to be overcome in training local labour, and timing the shipping of construction material to have it arrive at the right stage of the project are just some of Indonesia's particularities.

The Kalimantan project was successfully completed within two years, and took up operations on May 27, 2016. Eight months later, high-ranking Indonesian government officials including Ir. Setyorini Tri Hutami, Director General

of Mines, Prof. Dr. Ir. I Gusti Nyoman Wiratmaja, Director General of Oil & Gas, Mr. Victor Vikki Subroto, Director General of Sea and Beach, and Ir. H. Ismunandar, Bupati (Governor) of Kalimantan, formally inaugurated the terminal.

Ir. Setyorini Tri Hutami suggested that the Indonesian government is considering new fuel policies, and advocated the principle of captive fuel terminals for all major Indonesian mining projects, to help facilitate safe, sustainable mining. Ir. H. Ismunandar, impressed with the facility, said that the island of Kalimantan would rely on the terminal in case of a fuel crisis. Oiltanking and IOT's story of excellence continues at Kalimantan, which is now operated by Oiltanking under an Operations & Maintenance contract.





DEDICATED CONTACTS
Intercultural preparation is an important part of assignments abroad and is organized by the Global Mobility team (from left: Verena Pohlmann, Julia Fabritius, Judith Jaehnke, David Willert, Gesa Lipke, Jennifer Warkentin, Veit Lenk).

As a global company, Oiltanking is constantly dealing with foreign assignments. To give employees the best possible support in coping with upcoming changes, and provide the assurance they need to find their bearings on the international stage, the Marquard & Bahls Global Mobility team organizes “intercultural preparation” training.

■ **Work for Oiltanking and go abroad?** Why not? However, certain prerequisites and preparations are necessary, such as intercultural training. Expatriates are sent to a foreign country where they may encounter unfamiliar behavior and conditions. Often, a foreign language is spoken. The new workplace may have different ways of working, a different understanding of hierarchy, and unfamiliar daily routines. Besides language barriers, the host country and culture can represent hurdles and challenges for the expatriate. Marquard & Bahls would like to

give their employees the best possible preparation for coping with them.

The organization of intercultural preparation is handled by the Global Mobility Team in the Marquard & Bahls Human Resources department. Any employee delegated abroad can avail themselves of this option, no matter where they are from or where they are going to. Family members (wives and children aged 12 and older) can participate as well. Intercultural preparation usually takes one or two days and takes place shortly before or after the beginning of the assignment, depending on the availability and wishes of the assignee. The advantage of undergoing training in advance, while still in the home country, is being prepared for the foreign culture beforehand. Training after arrival in the host country has the advantage of already having had some contact and initial experiences that the expatriate can ask specific questions about. If a suitable date cannot be found, the Global Mobility team also offers the option of online training.

The team always makes sure that the trainer’s cultural background specifically matches the assignment scenario, e.g. the employee’s origin and destination countries. To maximize the effectiveness of the training and the support provided, participants are asked to complete a questionnaire beforehand. This allows for articulating expectations, wishes and questions and integrating them into the training content.

One of the goals of the training is to communicate intercultural skills for the employee’s professional success. Taking a closer look at culturally determined differences [at work] makes it easier to settle in the host country and improves intercultural

“One of the goals of the training is to communicate intercultural skills for the employee’s professional success.”

communication as well as cooperation skills. Culture-specific knowledge and important business practices in the host country are also covered. In one-on-

one training with the expatriate, the focus is usually on professional topics. If family members participate, practical and everyday topics are also discussed, in order to support their integration as well. All this is coordinated in advance with the assignee.

“Intercultural preparation helps employees to get settled and quickly learn the ropes, which allows them to better concentrate on their new role and feel more secure and at home. The employees themselves, their families, and the entire work environment benefit from this,” concludes Judith Jaehnke, Head of Compensation & Benefits.

Examples for typical course content

Personal:

- Host culture & perception
- Introduction to cultural dimensions
- Building trust and relationships
- Business etiquette – Important dos & don’ts in the host country
- Interesting facts about the country and its people
- Helpful hints for the daily routine in the host country

Professional:

- Communication strategies in the host country
- Hierarchies, power- and decision-making structures in the host country
- Effective conflict management in the host/home country context
- Differences in working style and project work

A First

During the first Oiltanking Global Safety Day every colleague within the company got involved. But how did the idea of such an event evolve and how was it put into practice? We asked two colleagues from Hamburg who were two of the major contributors: Yvan Tavernier, Director Assets & Operations (A&O), and Jörg Walter, Group Director Health, Safety, Security & Environment (HSSE).



“HSSE is everybody's responsibility and it must become an inherent part of our culture”

Jörg Walter

connections: Who came up with the idea of a worldwide safety day? And what was the rationale behind it?

Yvan: “Daan Vos, Koen Verniers, Jörg Walter and I were planning to increase the Health Safety Security & Environment (HSSE) leadership and awareness throughout the Oiltanking organization. During this discussion and brainstorming session the idea of a worldwide Safety Day was raised and everyone was immediately enthusiastic about it.”

Jörg: “While we had already had several local initiatives and safety days in the past, a global event draws much greater attention to the topic.”

What was the main message you wanted to convey to all employees?

Yvan: “Because we handle dangerous products, risk management is an integral part of our business. Every single one of us must be aware that our actions can impact us, our co-workers and the community we operate in.”

Jörg: “Safety first no matter what” and “HSSE is everybody’s responsibility” are the key messages. Daan and Koen’s video sends a strong message from the top.”*

How did you make sure all employees around the world got the same information?

Yvan: “During the preparations for Global Safety Day (GSD), there was a lot of written correspondence, fleshed out with several videoconferences with the various regions and terminals to share content, to coordinate the preparations and check the agenda.”

Jörg: “One half of the content was centrally prepared (HSSE and A&O) and the other half locally in the respective regions. To reach all of our employees, brochures, posters and videos on various HSSE topics had to be translated into 14 languages.”

What kind of feedback did you receive after the event?

Jörg: “We received very positive feedback from all over the world – on the idea of a GSD, on the materials provided, and on the local events. However, there were also areas that could have been improved which we will consider for the next GSD.”

Yvan: “It was very inspiring for me to see how the day went. We got pictures from all over the world showing the local teams’ engagement and ownership of the safety topics. Nearly each terminal came up with something specific.”

“Nothing is more important than everyone going back home in good health at the end of the day”

Yvan Tavernier



Are you satisfied with the outcome of the event?

Jörg: “Absolutely, we believe the GSD really raised awareness for HSSE at all levels of the organization. Obviously, this is only one element in our efforts to further improve our performance and make Oiltanking a safer place.”

Yvan: “Each terminal took GSD as an opportunity. Overall, I observed a very open and constructive discussion, and a lot of ideas were generated to increase HSSE awareness.”



FIRMLY ANCHORED This key visual is used to underline safety, a fundamental value at Oiltanking, and to announce the Safety Day

Is Oiltanking working on any current or future safety initiatives?

Jörg: "There are many initiatives ongoing, both in HSSE and within the A&O community. We want to become an organization with a generative safety culture. To evaluate how far our safety culture has evolved over the past few years, we are planning a follow-up of our 2014 company-wide safety culture survey in early 2018."

Yvan: "Our A&O community has HSSE in its heart and by being more present in the field we will contribute to improving our way of working safely."

Jörg: "GSD is now a fixture in the Oiltanking calendar and we have already started working on the GSD 2018 which will take place on March 21!"

Stronger together

A small team of colleagues took the lead for the global coordination of the safety day (from left: Yvan Tavernier, Jörg Walter, Alexandra Makarenko, Gabi Wüstenberg, Stefanie Braun, Günnur Erdogan, Sarah Huhn, Steffi Voll, Anna Weritz and Ulf Hinterscheid)



Riding Out the **Storm**

For two consecutive years, storms ravaged the LPG storage and distribution terminal and bottling plant in Chennai, built, owned and operated by IOT, and its neighbourhood. Nevertheless it sprang back to work within days.



GONE WITH THE WIND
The roof of the filling plant was no match for the cyclone

■ **Chennai's winters** (from November to February) are famous for their music festivals – but it is also the time Mother Nature puts on a spectacle of storms. The winter rainstorms in Chennai are getting stronger, and the city faced its worst in forty years in 2015 and 2016.

For the city's critical power installations, a good design and sound Health, Safety, Security & Environment (HSSE) habits are the only defence against such situations. The LPG terminal and bottling plant in Chennai – built, owned and operated by IOT – is one such facility that could not afford to buckle under nature's onslaught. For if it did, the majority of Chennai's households, whose kitchens depend on bottled gas, would have starved.

The 2015 floods inundated Chennai with a year's worth of rain within hours. When the floods reached the plant, they took down the computers, motors, pumps, electrical fittings and generators, crippling all systems. For six days, the waters refused to recede, people were stranded at home, the airport remained shut, and life came to a standstill. IOT's client faced bureaucratic pressure to get the plant up and running. Without fuel to cook food and boil water, Chennai was at risk of an epidemic.

The almost 170 brave souls at IOT took on the mission and pledged to restore the plant within six days. An

incredulous client sent three teams to check whether IOT could deliver on their commitment. Thanks to the team's untiring efforts and meticulous planning of internal and external resources, the plant went live again on the sixth day, actually ahead of the promised time! A rigorous inspection ensured safe restoration without incident.

2016 saw a tropical cyclone on a collision course with Chennai. Operations at the plant were shut down as a precaution. Later on winds of 150 kilometres per hour blew away the filling station's roof and lighting. 120 trees lay scattered in the storm's wake. However, salvage operations were relatively easier this time around, and production resumed the very next day.

While our IOT colleagues are glad and proud that their design safety standards stood two tests of nature, they hope that the worst is now past. This year, so far, they've been safe!

SAFETY CULTURE LADDER

“Safety culture” is the term used to describe the beliefs, values, attitudes and behavioral patterns of people working in an organization, and which determine the organization’s

commitment to safety and the quality of its safety management. Let’s take a look at the safety culture at Oiltanking.

■ A safety culture is a complex combination of many factors, including the leadership’s commitment to safety as well as the employees’ perception of safety at their workplace. So how can a safety culture be measured? The “Safety Culture Ladder” describes five steps an organization must pass through on its way to an excellent safety culture:

Step 1: Pathological At this first stage, safety is not part of the mindset of the organization’s employees. Their attitude towards safety tends to be lackadaisical, and safety is not integral to their value system. They believe no one need care about safety as long as they aren’t caught.

Step 2: Reactive Safety becomes an important issue after an accident happens. It takes an actual event for people to consider the relevance of safety because it is not yet an integral part of their mind-set.

Step 3: Calculative Halfway up the ladder, an organization will implement systems and procedures to manage safety hazards. People develop a certain awareness for

safety but still believe that merely having the systems in place will prevent accidents. They are surprised when these systems fail.

Step 4: Proactive At this rung on the ladder, people realize that the systems alone don’t prevent accidents but that instead, they need to keep addressing any problems they find. At this point, safety leadership and having safety as a shared value drives further improvement.

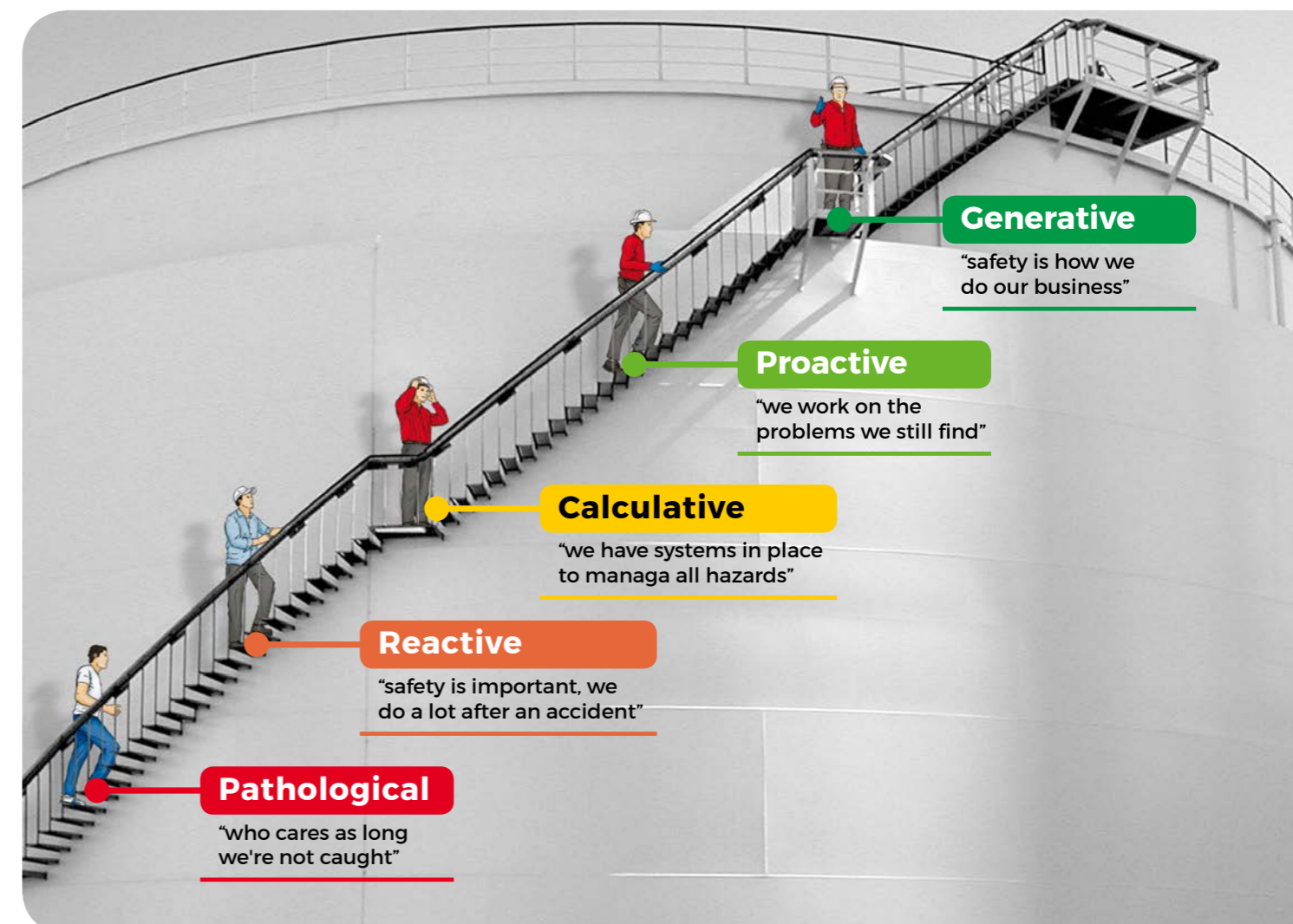
Step 5: Generative At the top of the safety ladder, everyone recognizes the relevance of safety, and an awareness of Health Safety Security & Environment (HSSE) is an integral part of every day’s activities: “HSSE is how business is done around here.” The higher an organization climbs up the ladder, the more people are informed and stay alert to expect the unexpected. They value safety and believe that their behavior makes a difference. At the same time, trust within the organization increases and people feel accountable for their behavior.

Understanding safety culture is essential for an organization to know where it stands on

“Understanding safety culture is essential for an organization to know where it stands on this ladder.”

this ladder, so that it can identify ways to further improve its collective safety mindset. In 2014, a safety culture survey was therefore conducted across Oiltanking, using the Hearts and Minds questionnaire developed by the Energy Institute. The survey results placed Oiltanking’s safety culture at the lower end of the proactive stage. To progress towards the generative stage, the safety culture must be influenced through leadership. Several initiatives have therefore been launched since 2014. A new survey is planned for next year.

ON THE WAY UP Different stages in the ascent towards safety culture excellence



“BIG TIME IN TEXAS”

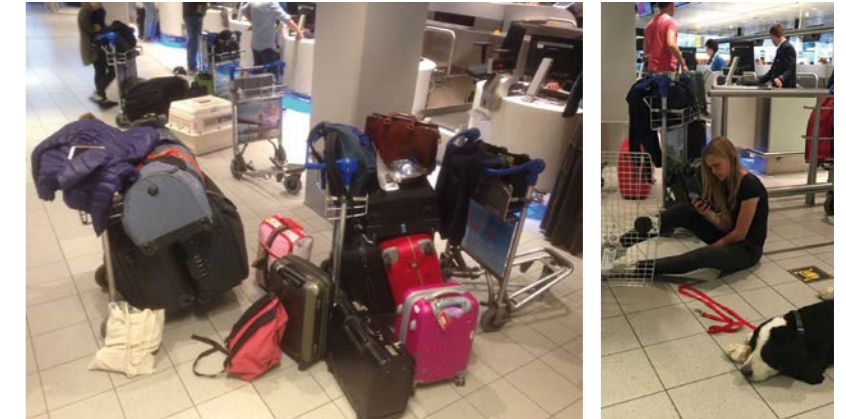


IMPRESSIVE SKYLINE
Houston is the fourth most populous city in the nation and the largest metropolis in the southern U.S. and Texas

As former Human Resources Manager for Oiltanking Europe in Amsterdam, Sigrid Post is used to interacting with people of nationalities other than her native Dutch. Now, having moved to Houston, Texas in the U.S. in August 2016, she's the foreigner. Read on for some impressions of her first foreign posting as Regional Human Resources Manager North America.

■ **Our big adventure** began in August 2016: my husband, two daughters (aged 14 and 15), 14 suitcases, and our dog all moved to Texas with me. Three months prior to our actual move, we visited Houston for the first time to find a house and – more importantly – a school for our girls. As you need a local address to apply for a school, we had to decide quickly, and closed a deal on our future home within two days. Soon afterwards, a container with our belongings was on its way to the U.S., and we found ourselves “camping” in an empty house in the Netherlands for all of July before finally following our things across the Atlantic.

One of the best things about Texas, and a notable difference to the Netherlands, is how friendly



ALL PART OF THE BAGGAGE Waiting for check-in at the terminal (including the family dog)

We were all looking forward to the adventure, although my youngest daughter had her doubts... she was especially worried about missing her friends and the horses at home. Since then, however, the whole family has fully settled in and is very happy (including my daughter, who now has new friends and goes riding twice a week!). At the end of the day, the most important thing, wherever we are in the world, is that we are together as a family. In a way, I feel even more connected to my husband and kids now because it's just the four of us living in a foreign country, building a new life together. One for all, and all for one!

and caring the people are. Not only are they very nice and polite in daily life, they really take care of each other and their neighborhoods. This has had a positive effect on us. For example, motivated by our new friends and colleagues, I have done more volunteering in the past eight months than in my whole life in the Netherlands. People make you feel welcome, everybody is so enthusiastic and positive. While in the Netherlands we have a saying that goes “in case I get hit by a bus”, people in Texas use the phrase “in case I win the lottery” to imply the same thing. And then, not to forget, there is the weather: I LOVE IT!! I never expected that sun and higher temperatures could have such a positive impact on me.



Sigrid Post joined Oiltanking in 2013 as HR Manager for the Amsterdam terminal, and was promoted to the new position for Oiltanking Europe in 2015. Since September 2016, she has been the Regional HR Manager in charge of setting up an HR shared service center (Project Spring) for the UBT, Bomin and Oiltanking subsidiaries in North America.

Of course there are also things that take some getting used to. First and foremost, the language. My English was reasonable, but there is still a lot of room for improvement when it comes to my skills in, say, presentations, or



HANDS-ON Sigrid (in the back) is volunteering more and more of her time for worthy causes, as here, with her colleagues, at the nonprofit Morning Glory Ranch

understanding subtle messages or implied emotions. This is especially important for me as HR Manager. Another new thing for me is the fierce competitiveness between kids at school, in ensuring good grades as well as in sports. More than in the Netherlands, kids here start to focus on their future careers and what they have to do now to make it work later on, at a very early stage.

On the business side, I have learned that Texans are different and more adaptable to change. Texans have a spirit of independence and their culture is accommodating to all that arrive in this beautiful state. Our companies in North America are currently going through a lot of changes, and yet our colleagues see the added value, respect the business decisions, and continue to support the ongoing changes and projects.

So, in closing, here's my advice: If you ever receive the "gift" of an opportunity to move to another country, GO!!! Approach the experience with an open heart and positive attitude. Compared to a year ago, today the world seems much smaller to me, and my horizon wider.



A WARM WELCOME In their first weeks in Houston, Sigrid's neighbors organized a lunch and BBQ for her family to meet other residents of their street

Legendary Safety Policy

WARRIOR KING SHIVAJI
The legendary Maratha warrior is sometimes called India's Napoleon



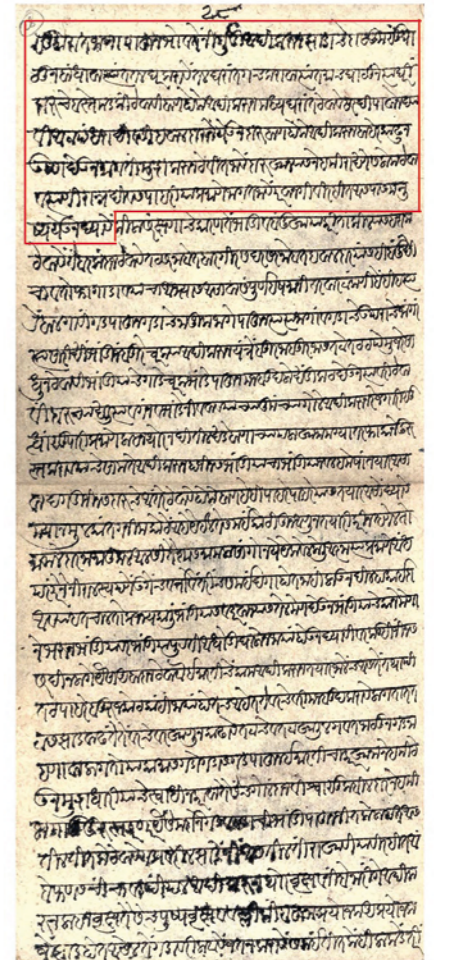
Health and safety play a legendary role in Indian history. The safety culture that Emperor Shivaji instilled in his subjects and military during his reign (1674-1680 CE) was exemplary.

■ **India's Maratha Empire** is a medieval treasure trove of lessons in statesmanship, warfare and administration. Its founder, the warrior king Shivaji, took on the Mughal Empire, built India's first navy, and expanded his own kingdom across several Indian states. The nearly 360 forts of this kingdom were governed by strict Health, Safety, Security & Environment (HSSE) rules. A document of these instructions exists in the form of a royal edict authored by Shivaji's Finance Minister. Historians regard this edict as the formal documentation of Shivaji's principals and policies. It meticulously details security and maintenance protocols, including the removal of stray vegetation that can weaken fort walls, identifying and securing water springs, securing or levelling taller mountains around the forts, and specification of moat dimensions around the weaker spots of a fort.

The security policy made no exemptions in letting strangers enter or exit forts after sunset. Legends say that the Emperor Shivaji himself – albeit in disguise – was denied entry when he returned to the fort after dark. Another legend speaks of Hirkani, a milkmaid who was trapped in the Raigad fort when the gates were locked at sunset. The no-exemption policy meant she was not allowed to return home to her infant child. In desperation, she climbed down an 823-meter cliff in the dark and made it home. Upon learning of her bravery, not only did Shivaji reward her handsomely, he also thanked her for having exposed weak spots in the security cordon, which enemies could have used to sneak in. He then ordered the weak spot secured and strengthened other defences as well. Incredible India ... where history and HSSE live hand in hand!

Royal Edict of 1715

This portion describes the Ammunition Containment in forts "Ammunition Containment should be away and downwind from the residential quarters. Ammunition should be stored in the basement of a structure fenced by evergreen trees. The basement should be sealed and safe from moisture. Rockets and live charges should be kept at the centre, insulated from cold. Every two weeks, the custodian should place the gunpowder, rockets and charges in the sun, and return them to the vault accounted and sealed. The vault should be guarded and accessed by authorised personnel only."



Picture courtesy of historian Kaustubh Kasture

Texas Independent Deepwater Expansion

On June 30, 2016, Oiltanking North America acquired 220 acres (89 hectares) of waterfront and industrial land in Texas City, Texas/USA. The transaction will provide the necessary space to further develop the Oiltanking terminal in Texas City.

■ **The Port of Texas City** is home to a vast refinery market and multiple chemical companies. Uncongested marine traffic and short sailing times to open water make the port a highly valuable player in the Houston refining and petrochemical market. It is also the place where the Oiltanking Texas City (OTTC) terminal with a total storage capacity of 555,000 cbm is located. With the purchase of additional land on the Texas City Industrial Channel located east of the Texas City Terminal on June 30, 2016, OTTC will strengthen its presence even further.

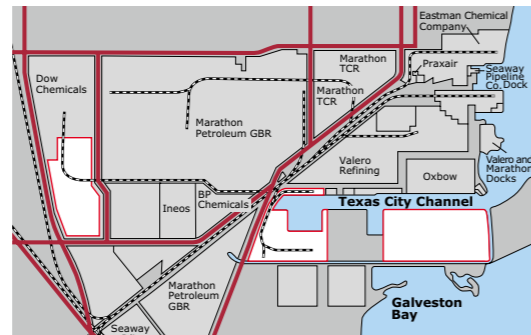
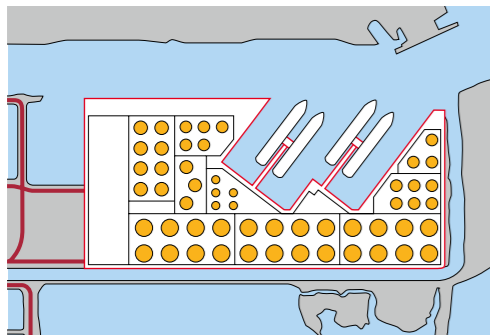
The 220 acres (an area the size of 89 soccer fields*) of waterfront and industrial land will be known as Texas Independent Deepwater Expansion (OT TIDE) and will connect to Oiltanking's Texas City marine terminal. In the first phase of development, two deep-water docks with a

EFFICIENT EXPANSION
Besides new docks, the new terminal will also feature state-of-the-art marine services and a load-out vapor system (artist's impression)



draft of up to 45 feet (14 meters) will be built. These, along with the newly constructed finger piers, mean that the terminal can service vessels up to 150 DWT and 960 feet (293 meters) LOA. There is ample ready-to-build land available for the construction of around 1.4 million cbm of storage tank capacity, including pipeline interconnectivity and additional jetties, as needed.

TIDE and the extended connectivity it gives to the ocean provides a powerful alternative for import and export services, as well as the blending of crude oil and petroleum products in the Houston area. The proximity of the new terminal to the existing seaport terminal allows OTTC to leverage synergies.



* a soccer field measures 68 X 105 meters

SOUND BASIS The expansion of its terminal in Texas City, one of the world's most important shipping hubs, will give rise to synergies for Oiltanking Texas City

Oiltanking Galveston County: A Welcome Addition

On April 3, 2017, Oiltanking North America acquired the Oiltanking Galveston County terminal. The additional 69,000 cbm (430,000 barrels) of storage capacity mean a natural progression for Oiltanking's development in the US Gulf Coast region.

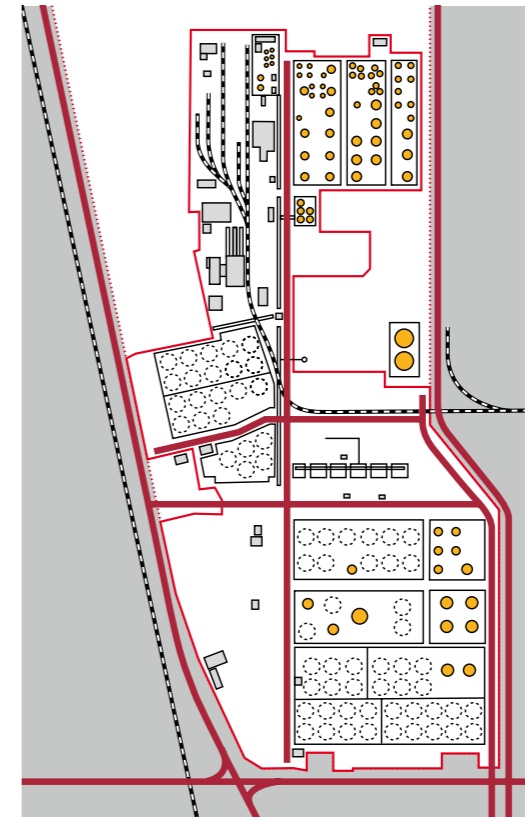
■ **Oiltanking has been present** with its terminal at the port of Texas City since 2004 offering a storage capacity of approximately 555,000 cbm (3.5 million barrels). In April 2017, Oiltanking reinforced its presence in North America by taking ownership of 208 acres (84 hectares) of industrial land with 78 tanks totaling 69,000 cbm (430,000 barrels). The new terminal, Oiltanking Galveston County, (OTGAL) is also equipped with five truck racks with loading and unloading capabilities, and significant railcar spots for loading, unloading, and storage. In addition, it is connected to the Oiltanking Texas City terminal with two dozen pipelines.

With open acreage for future development and rail expansion capability, OTGAL is poised to become a major logistical player in the export of

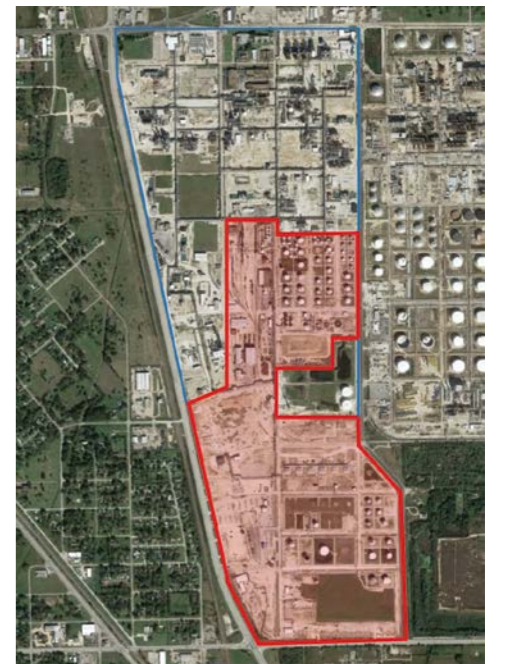
refined products to the recently deregulated Mexican fuel market. Local refiners nearby and adjacent to the property are prime candidates for pipeline connections that offer viable solutions to customers seeking logistical optionality.

The addition of Oiltanking Galveston was a strategic expansion of the Oiltanking Texas City complex.

Recognizing connectivity opportunities and exploiting internal synergies between Oiltanking Texas City, Oiltanking TIDE, and Oiltanking Galveston (totaling 624,000 cbm of storage) will usher in a new era for Oiltanking North America, ultimately enabling greater exposure to the North American energy landscape.



LATEST ADDITION The Oiltanking Galveston County terminal will strengthen Oiltanking's strategy to offer excellent terminal services in key petroleum and chemical markets in North America



Dedicated to Defeating

DENGUE



One of the safety topics on the agenda of Oiltanking in Brazil is the danger to human health caused by the dengue virus. A guest speaker from Northecon Brasil briefed our colleagues on the facts and gave useful hints.

Dengue details

- Dengue fever is passed on to human beings by a mosquito bite, mostly the *Aedes aegypti* species, which is active in the early morning and late afternoon
- There are five strains of the dengue virus; infection by one type usually imparts lifelong immunity to that particular strain, but only short-term protection against the others
- Dengue is diagnosed by means of serological tests or viral detection
- The symptoms can take up to two weeks to develop after being bitten, but usually run their course in seven days
- The dengue virus can cause a wide range of symptoms such as fever, headache, muscle and joint pain and pain behind the eyes

■ **Dengue is a rapidly spreading**, mosquito-borne viral infection that has grown into a global health problem over the past 50 years. The World Health Organization (WHO) estimates that about 40 percent of the world's population is at risk. Each year, some 50-100 million cases of dengue are recorded around the world. The disease has long been an issue in Brazil, and the number of infected patients is currently on the rise. Last year, 1.6 million cases were recorded, roughly three times the number observed in 2014. While the headlines are focusing on Zika, Dengue is actually a much more deadly virus; 863 dengue-related

deaths were recorded in Brazil last year while Zika rarely leads to death.

With this in mind, the management team at Oiltanking in Brazil took Oiltanking Global Safety Day as an opportunity to enhance its staff's knowledge and awareness of dengue. An informative PowerPoint presentation was prepared by Northecon Brasil, and delivered by Nélio Carlos da

Silva, a renowned hygienist who shared in-depth knowledge about the topic, giving insights about the first symptoms and how dengue is diagnosed. "There is no specific treatment for dengue, only rest and hydration are recommended. In more severe cases, special measures should be taken, such as hospitalization and intravenous rehydration" he explained.

In Brazil, the risk of contracting the disease is highest between January to May, due to favorable climate conditions for the mosquitos. With the winter season approaching, our colleagues are now entering a period where the risk is somewhat less acute but remains a factor. In any case, it can't hurt that they are now more alert and

Dengue prevention

The *Aedes aegypti* mosquito prefers humid, dark places – outdoors as well as indoors. Defeating dengue starts with destroying its breeding sites namely stagnant water. Therefore e.g. check your home and the surrounding areas such as gardens and patios for containers or depressions containing water on a regular basis.



DENGUE PREVENTION 1 Cover open water space 2 Reduction of larvae through use of chemical larvicides (not to be used in drinking water) 3 Avoid stagnant water 4 Turn empty buckets etc. upside down to avoid providing places for water to collect 5 Keep larvae-eating fish and copepods in ponds, etc.



Excellent location

The Exir Chemical Terminal (ECT), a joint venture between Oiltanking and a local company, is the first privately owned and operated terminal for bulk liquid chemicals in Iran. Let's take a closer look.

BOOMING BUSINESS
The terminal's throughput has been on a steady rise since its launch



Iran has always been a hub for cargo transshipment. In the 5th century BCE, Darius the Great, third king of the First Persian Empire, reorganized and rebuilt an ancient highway known as the Royal Road to facilitate rapid communications across his very large territory, which ranged from Susa (in southern Persia) to Sardis (on the Mediterranean coast). This enabled mounted couriers to cover 2,699 km in just seven days. From 120 BCE to the 1450s CE, the Silk Road, a time-honored network of trade routes connecting the Occident and Orient and stretching from

Korea and Japan to the Mediterranean, passed through the center of Iran.

And Iran is where the Exir Chemical Terminal (ECT) can be found. Commissioned in 2010 it is the first privately owned and operated terminal for bulk and liquid chemicals in the country and a joint venture between Oiltanking and a local partner. It is located in the southwestern part of Iran, in the heart of the Petrochemical Special Economic Zone (Petzone) of Bandar Imam Khomeini (BIK).

PERFECT POSITION
The terminal is strategically located in the Petrochemical Special Economic Zone (PETZONE) in Bandar Imam Khomeini (BIK)

The region is home to many petrochemical and chemical plants, as well as international traders and producers who take advantage of its strategic location as part of the high-class transportation infrastructure that links BIK to other destinations. The infrastructure includes links to international waterways by deep-water jetties with 12-meter, while its geographical location makes it ideal for railroad and truck trade to/from Iran and neighboring countries such as Turkey and more distant destinations like Europe and central Asia. The purpose of the terminal is to facilitate the import, export and offsite storage of liquid chemical products as well as their transit to/from the neighboring countries.

The high expectations placed in ECT and its strategic location have been borne out by the fact that the terminal's monthly throughput has increased by a

factor of about 3.5 since operation began. ECT currently comprises 18 tanks with a total capacity of 22,000 cbm. Additional land for expansion up to a capacity of 120,000 cbm is available at the terminal's premises, which would accommodate Oiltanking's plan to enlarge its tank capacity to serve a wider range of customers and products.



MAGNIFICENT Persepolis, whose ruins lie at the foot of Kuh-e Rahmat (Mountain of Mercy), is a unique archeological site and approximately 550 km to the east of the ECT terminal

Facts & Figures



- Population:** 82,801,633 (July 2016 est.)
- Languages:** Persian (official), Azeri Turkic and Turkic dialects, Kurdish, Gilaki and Mazandarani, Luri, Balochi, Arabic, other
- Religion:** Muslim (official) 99.4 % (Shia 90-95 %, Sunni 5-10 %), other (includes Zoroastrian, Jewish, and Christian) 0.3 %, unspecified 0.4 % (2011 est.)
- GDP:** ca. \$377 billion (2016 est.)
- Climate:** mostly arid or semiarid, subtropical along Caspian coast
- Area: total:** 1,648,195 km²; almost 2.5 times the size of Texas; slightly smaller than Alaska
- Terrain:** rugged, mountainous rim; high, central basin with deserts, mountains; small, discontinuous plains along both coasts
- Currency:** Iranian Rial (IRR)



Given the advantages information technology offers its users, life without IT has become all but unimaginable for many people today. And yet, it has its hidden dangers. It's advantageous to know how to protect yourself and stay abreast of technological developments. For example, do you know what phishing is, or what happens on a botnet? Our test will show how well versed you are in cyber security.

1. When visiting a website, how can you tell the data is being transferred securely?

- a) You've visited this site before and know its contents.
- b) The address (URL) of the website you are visiting begins with https://
- c) The site you are looking at displays a note saying that it is secure.
- d) The URL of the website you are visiting begins with http://

3. Which of these four transactions is not an attempt at fraud?

- a) Pharming
- b) Pairing
- c) Vishing
- d) Phishing

2. What is the function of a firewall? It...

- a) ...protects against spam emails
- b) ...detects and deletes viruses
- c) ...monitors all data incoming to or outgoing from the company network
- d) ...regularly updates installed programs

4. What is a botnet?

- a) A network of PCs that can be remotely controlled and misused for specific actions such as sending out spam emails.
- b) A hoax, for example about malicious computer programs or about how to win a lot of money quickly.
- c) mass emailings of unsolicited emails.
- d) Programs that harm PCs

6. What possible consequences should you consider before setting up a profile on a social network?

- a) Disclosure of private information, relationship crises, identity theft, phishing
- b) Bullying, dissemination of malware, phishing, uninteresting status messages, identity theft
- c) Disclosure of private information, phishing, identity theft, dissemination of malware, bullying
- d) Dissemination of malware, disclosure of private information, phishing, messages delivered to the wrong recipient

8. You absolutely have to carry out a banking transaction on vacation. How do you most securely perform this action?

- a) Via the hotel internet PC
- b) Via a PC at the nearest internet cafe
- c) Via your telephone (online via banking app)
- d) Via your telephone (call the bank)

Correct answers

1 B, 2 C, 3 A, 4 A, 5 A, 6 C, 7 D, 8 B, 9 B

Source: Bundesamt für Sicherheit in der Informationstechnik (Germany's Federal Office for Information Security – BSI)

5. What should you do if your office PC behaves strangely, for example, loads very slowly, programs no longer start up, or messages from unknown programs are constantly displayed?

- a) Call your IT service desk
- b) Search for a solution online
- c) Reboot and continue working
- d) Nothing

7. What is the correct response to spam emails?

- a) Reply to the sender saying you do not want any further emails.
- b) Forward to other persons who you think may be interested in the product offered.
- c) File a complaint
- d) Delete

9. What is the name of a common attack to get passwords from other fellow travelers, for example on trains?

- a) Trainspotting
- b) Shoulder surfing
- c) Keylogging
- d) Social Engineering



BSI IT-SICHERHEITSQUIZ
www.www.bsi-fuer-buerger.de

Putting Personal Protection into Perspective

When the protective effects of built-in controls, operational controls and work procedures have all been exhausted, personal protective equipment (PPE) is the last line of defense against workplace hazards. To don and remove a PPE outfit may take some effort, but it is time well invested in personal safety.

■ **Oiltanking continually optimizes** all its activities with regard to technical, organizational and behavioral safety. In ensuring workplace safety, built-in controls are the first line of defense. Controlling a hazard at its source can either eliminate the hazard from the workplace altogether or isolate it from the worker. Automatic shutdown systems, proper ventilation, and machine guarding are some examples of these controls.

A Knight in Shining Armor

If the castle wall was the first line of defense in the Middle Ages, wearing armor was the last line of defense. A medieval suit of armor consisted of a number of heavy parts a knight wasn't even able to don (or remove) by himself. The whole suit weighed 30 kg on average, and was put on from the bottom up in a procedure that could take approx. two hours.

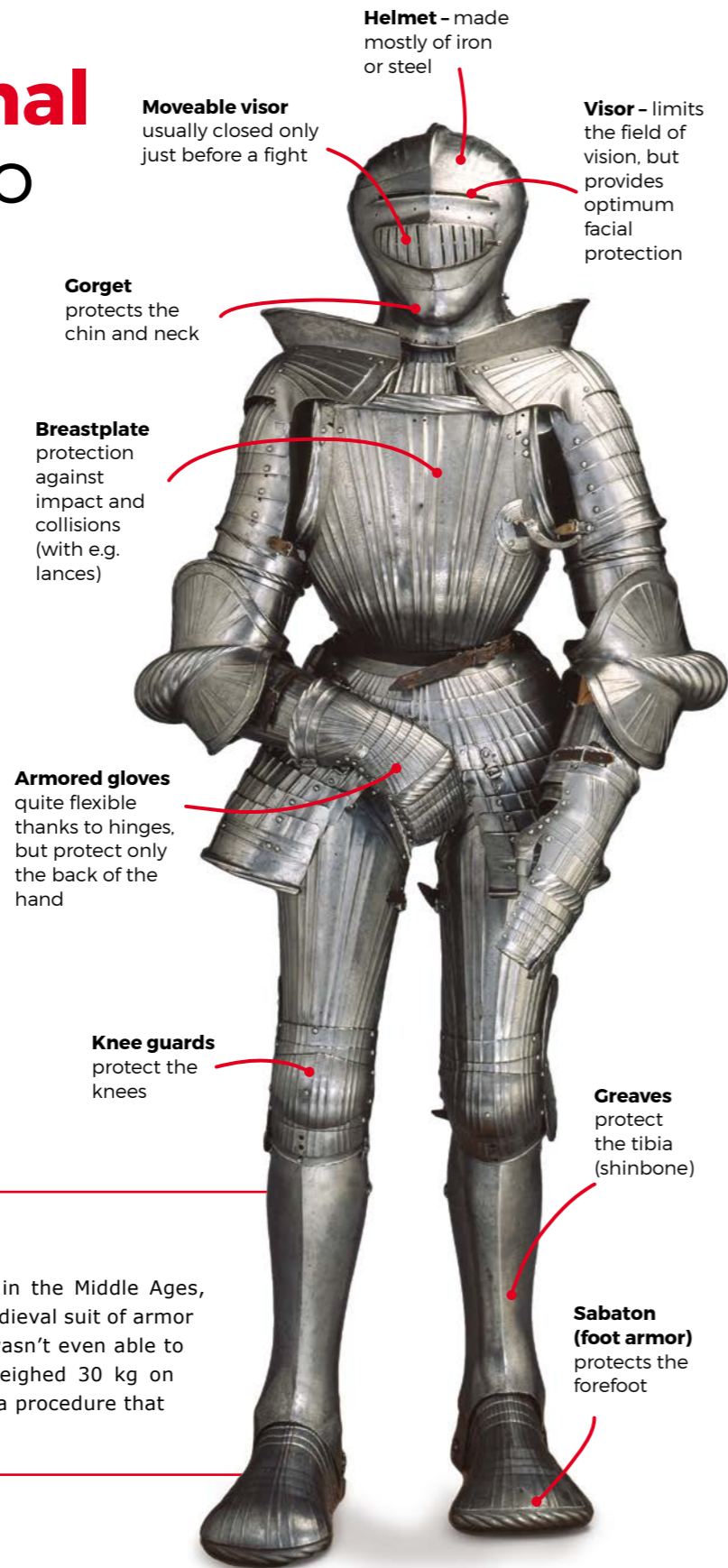


Photo: © Deutsches Historisches Museum, Berlin; and kind support of D. Treutner, www.teckblicker.de

But even after technical and organizational controls have been applied, there may be lingering hazards that can threaten occupational health and safety. This is where personal protective equipment (PPE) becomes so important. Donning PPE sometimes demands a lot of patience, diligence and time. This may deter some to the point of thinking "Why all the trouble ... I just need to do a quick check ..."

However, the possibility of a hazard should never

(continued on page 40)

RV PT 120 L regulation valve

- connection to an external source of air for breathing
- adjustable ventilation rate
- available with automatic switch-over between SCBA and external air source upon request

A Well-protected Colleague

As an employee's last defense against workplace hazards, the PPE must fit properly and needs to be kept in good condition. Employees have to receive thorough training about the equipment they are assigned, to ensure that it does its job properly.

The Hazmat Fully Encapsulated Suit (integrated gloves and boots are attached to the overall suit and face mask, but can be changed as needed) is made from heavy-duty materials (Viton/Butyl) to withstand abrasion and chemicals. It weighs about five kg. The suit is worn over a Self-Contained Breathing Apparatus (SCBA) which is donned beforehand. Getting into the suit itself takes approximately 15 minutes and requires assistance from another person to close the zipper. It is standard procedure for colleagues to adhere to the buddy system.

Anti-fog disk

- no fogging (without need for pretreatment)
- large viewing window offers a near-natural field of vision

Zipper on the side

- choose between top-to-bottom / bottom-to-top opening
- cover flap with press studs or hook-and-loop fastener
- especially suited to the needs of emergency teams

Gas-tight safety gloves

- (attachable to the suit without tools)
- or with the new EN combination (laminated glove and Tricotil)



© Drägerwerk AG & Co. KGaA, Lübeck

be underestimated, and the rule should always be "Safety first." The time to properly prepare yourself with PPE is always time well spent. Comparing the PPE you don for work at an Oiltanking terminal to what knights had to wear to shield themselves against harm in the line of duty puts things into perspective. Let's take a

look at the typical "PPE" a knight wore for a battle in the Middle Ages, and its contemporary equivalent, the Hazmat Fully Encapsulated Suit an Oiltanking colleague would wear for a Level 1 (very toxic/corrosive chemical) response.



GOLDEN HSSE RULES
Oiltanking colleagues use the required personal protective equipment (PPE) that is necessary for the job



CHEMICAL SPILL EXERCISE Personnel in Singapore wearing the appropriate PPE monitoring the "toxic vapor" level of a product "spilled" into the sea



NUMBER 161,166

■ **Training is any process** that supports the development of knowledge and skills in specific competencies. The goal of training is always to improve efficiency and performance, as well as the avoidance of mistakes.

Health, Safety, Security & Environment (HSSE) training is any training designed to increase awareness in regard to health, safety, security and the environment, and also to prepare people for situations and emergencies arising from routine and non-routine work. Whether training is theoretical (e.g. hazards of a specific product) or consists of practical hands-on experience (e.g. firefighting training or a first aid) – any training will develop one's capacity to carry out certain tasks safely, and thus help to prevent accidents and incidents. HSSE training is important to ensure safe work practices, proper emergency response, as well as awareness. The amount of time spent on training is also an

indicator for a terminal's safety culture. HSSE training for operators has been captured as a leading KPI for over a decade already. In 2016, 161,166 hours of internal and external HSSE training were completed on Oiltanking-operated terminals, or approx. 78 hours of training per operator. This number was exceptionally high in 2016 due to specific training programs at some facilities.

Last year's training topics were very divers and included e.g.: Entry into confined spaces, working at height, Personal Protective Equipment (PPE), electrical safety & Lock-out Tag-out, first aid, oil spill response and product information.

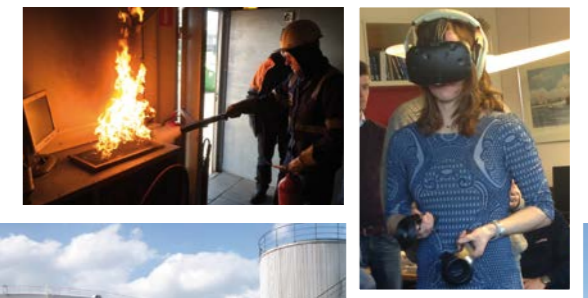
HSSE training not only concerns operators but also office employees, as occupational health and safety hazards are present at any workplace. For 2017 it is therefore planned to include the training hours of non-operators in this KPI.

Oiltanking Global Safety Day

For the first time in its history Oiltanking organized a worldwide Safety Day involving all colleagues at its terminals and offices. While part of the program was identical for everyone across the organization, the rest consisted of HSSE-related topics organized by the individual terminals, running the gamut e.g. fire drills, presentations about working in a safe environment, refresher courses for hazard identification and risk assessment, safety quizzes, blood donations, healthy eating talks and ergonomic office activities. Here are some examples of Oiltanking's HSSE happenings around the world on its first Global Safety Day, March 22, 2017.



PICTURE PERFECT An expressive collage depicts the various activities of the Dutch colleagues during the Safety Day





OILTANKING ANTWERP
GAS TERMINAL



OILTANKING DEUTSCHLAND -
TERMINAL BERLIN



OILTANKING BULGARIA



OILTANKING DAYA BAY



OILTANKING
COPENHAGEN



OILTANKING
COLOMBIA



OILTANKING FINLAND

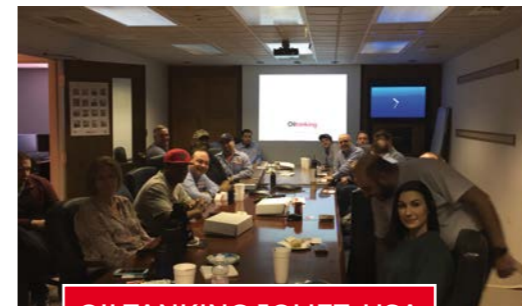




OILTANKING GHENT



OILTANKING GRINDROD CALULO, SOUTH AFRICA





OILTANKING NANJING, CHINA



OILTANKING TEXAS CITY



OILTANKING SINGAPORE



AÇU PETRÓLEO, BRAZIL



OILTANKING SANGATTA, INDONESIA



OILTANKING TALLINN, ESTONIA



PT OILTANKING KARIMUN, INDONESIA



STAR ENERGY OILTANKING, UAE





OILTANKING GHANA SERVICES



OILTANKING ANDINA SERVICES, PERU



LOGISTICA DE QUIMICOS DEL SUR, PERU



OILTANKING PUERTO ROSALES, ARGENTINA



OILTANKING BRANDSEN, ARGENTINA



OILTANKING PERU



COASSA, PANAMA





Take care of yourself! It's a well-known phrase but seldom heeded. People tend to care for others, for objects and animals more than for themselves. Or they seem to apply their safety knowledge only at certain times and places. Let's take a closer look at our safety habits.

Critical color code

A person's driving skills, driving behavior, and the car's condition are factors that can influence the chance of having an accident. But the color of a car apparently plays an important role as well. Researchers at the National University of Singapore (NUS) and the Chinese University of Hong Kong recently published their research on this aspect. Based on three years' worth of detailed taxi, driver and accident data from a large fleet of more than 4,000 yellow taxis and 12,500 blue taxis in Singapore, they found that yellow taxis were involved in significantly fewer traffic accidents than blue taxis. Yellow taxis were involved in 6.1 fewer accidents per 1,000 taxis per month than blue



© Singapore Tourism Board 2015/
Lukasz Kasperek, Poland

CLEAR ASSIGNMENT
In Singapore the color of their fleet of cars depends on the taxi company and can be e.g. blue, yellow, red, ...

Heads Up!

Nowadays, most people use mobile phones. Equipping your mobile phone with a shock-protection cover is common practice, but when it comes to their own safety, people tend to neglect such protective thinking - especially when enjoying popular outdoor and recreational activities such as cycling. In Finland, it is compulsory for cyclists to wear a helmet, to the point that schools won't allow kids to arrive at school by bicycle without a helmet. In Malta, kids under the age of 10 riding as a passenger on an adult's bicycle are required to wear a helmet by law, and the same goes for cyclists on pedelecs (electric bicycles). But in many countries, too many cyclists still neglect to wear head protection for a variety of reasons. In fact a helmet helps to protect the skull and particularly the human brain from injury. Although it is only a few centimeters thick, the crumple zone provided by the helmet reduces the impact on the head during a crash. For those who object to bicycle helmets there might be an interesting alternative. Hövding is the world's first airbag for cyclists, and has been praised for its effectiveness in a Stanford University study.

"A helmet messes up my hair style."

"A helmet can save your brain."

"Helmets look stupid."

"Helmets come in all kind of looks, are not bulky or heavy, and wearing them shows you are safety conscious."

"I always forget my helmet."

"Putting the helmet close to the bicycle and/or adding a reminder sticker on the bicycle helps to remind you."

"I don't want to have to carry the helmet around once I've arrived."

"Helmets can be easily fixed to a bicycle or backpack with a lock or special mounting device."

Hövding's advanced sensors sense the cyclist's movement patterns and, in case of an accident, will activate the uniquely designed airbag, which then inflates, fixates the neck, and provide the best possible shock absorption.

A-HEAD OF THEIR TIME Cyclists who wear an "airbag collar" to protect their head



www.hovding.com

„ICH TRAG' HELM“ (I wear a helmet) The Deutsche Verkehrswacht e.V. (German Road Patrol) initiative launched in 2011 to promote helmets for cyclists has led to some increase in acceptance

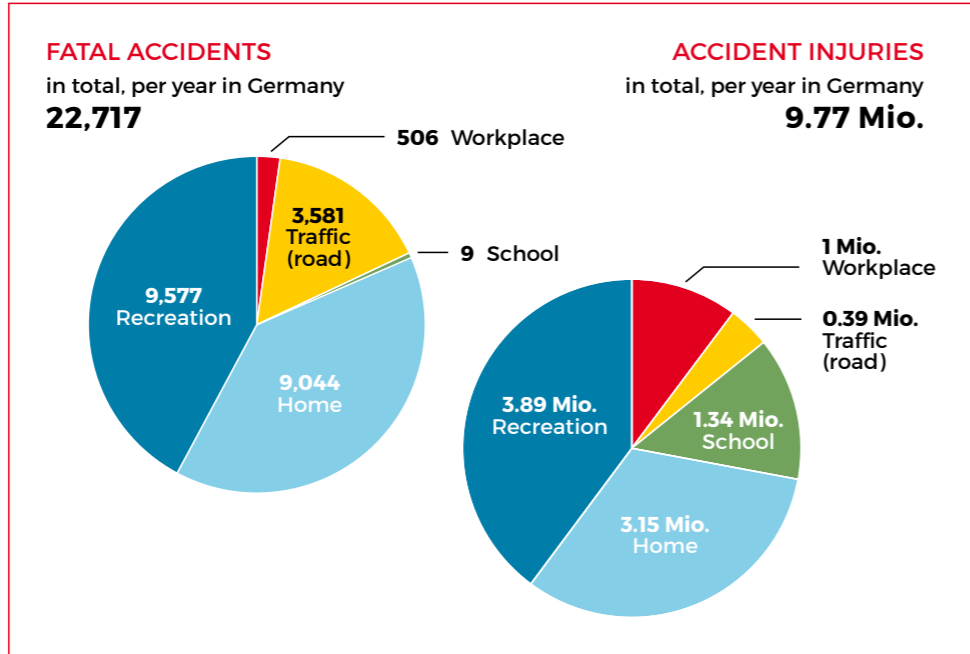


© Deutsche Verkehrswacht e.V.

Take your time

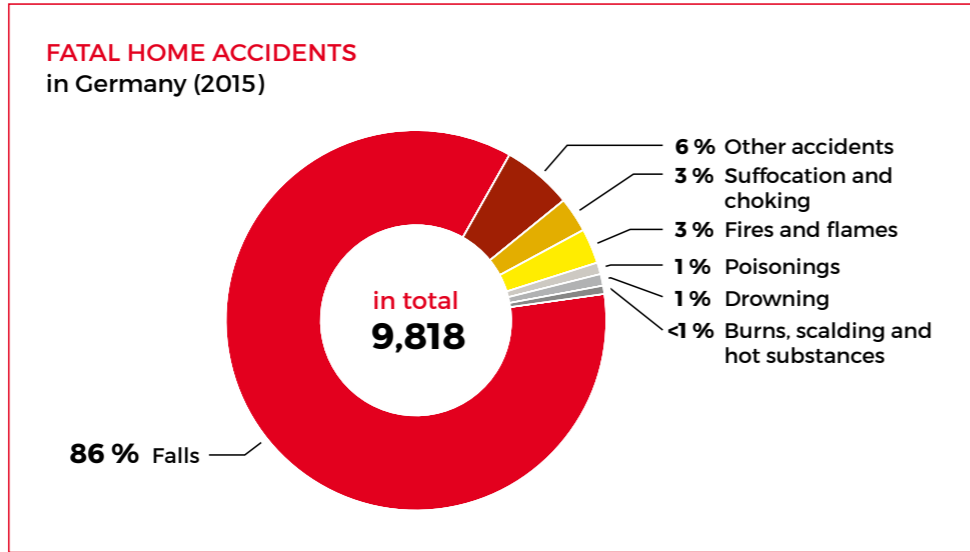
Any accident is one accident too many. A survey of the areas where accidents take place yields the remarkable insight that many of them occur not at work, but in a deeply familiar place where people generally feel safe, namely at home! The leading cause of fatal

accidents in the home is falling, usually while in a rush or for lack of concentration. So it's important to plan ahead, to be prepared, and to take one's time for each task. Don't let workplace habits of wearing proper clothing and using appropriate equipment stop at your doorstep.



© Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA), 2014

BE ALERT! "Home" and "Recreation" are the two settings where accidents are especially likely to occur



© „Aktion DAS SICHERE HAUS (DSH)“

A STARTLING FACT Of accidents that happen at home, falling is by far the most frequent

All you can eat?

Even in antiquity, people were worried about food safety – though here it was mainly fear of being murdered by someone who poisoned their food. It was quite common for high-ranking personages such as royalty to employ an official food taster to be on the safe side. For this reason, to this day, occasionally food will be tested before being offered to "important" people. However, in our day, "food safety" is usually associated more with the possibility of food intolerances or severe allergic reactions including anaphylaxis. This acute condition triggers breathing difficulties due to a severe swelling of the throat and/or a life-threatening drop in blood pressure which may end in death. Nearly every food is capable of causing an allergy. You probably know someone who is allergic to milk, peanuts, tree nuts, egg, wheat, soy, fish or shellfish, as these are the eight foods that cause the majority of reactions. But did you know that people can be allergic even to marshmallows or hot dogs? In the former, it is probably the ingredient gelatin that triggers the problem, in the latter nitrates and a commonly used yellow dye called tartrazine.



THEY SAY AN APPLE A DAY keeps the doctor away – but for some, eating an apple could have the opposite effect

Personalized time

When you're counting down the days to a special event or are worried you might forget an important occasion you could place post-it stickers, ask others to remind you... or use a special kind of clock with a unique design and function. Invented by Simon Morris, STORY is a unique way to visualize time: a levitating sphere orbits on a wooden disk, telling your customized time. In the journey mode you can set a future day, e.g. a birthday. Starting at the 12 o'clock position, STORY will complete one full orbit at the interval of your choice. The clock is also handy for shorter intervals, e.g. during office meetings with a set time limit. Everyone can see how much time is left to discuss things before the meeting ends. The clock can also be used as a regular timepiece, where the sphere represents the hour, and can be customized using an app or buttons on its side.



SIGN OF THE TIME STORY's magnetic sphere levitates horizontally and also vertically on a wooden disc

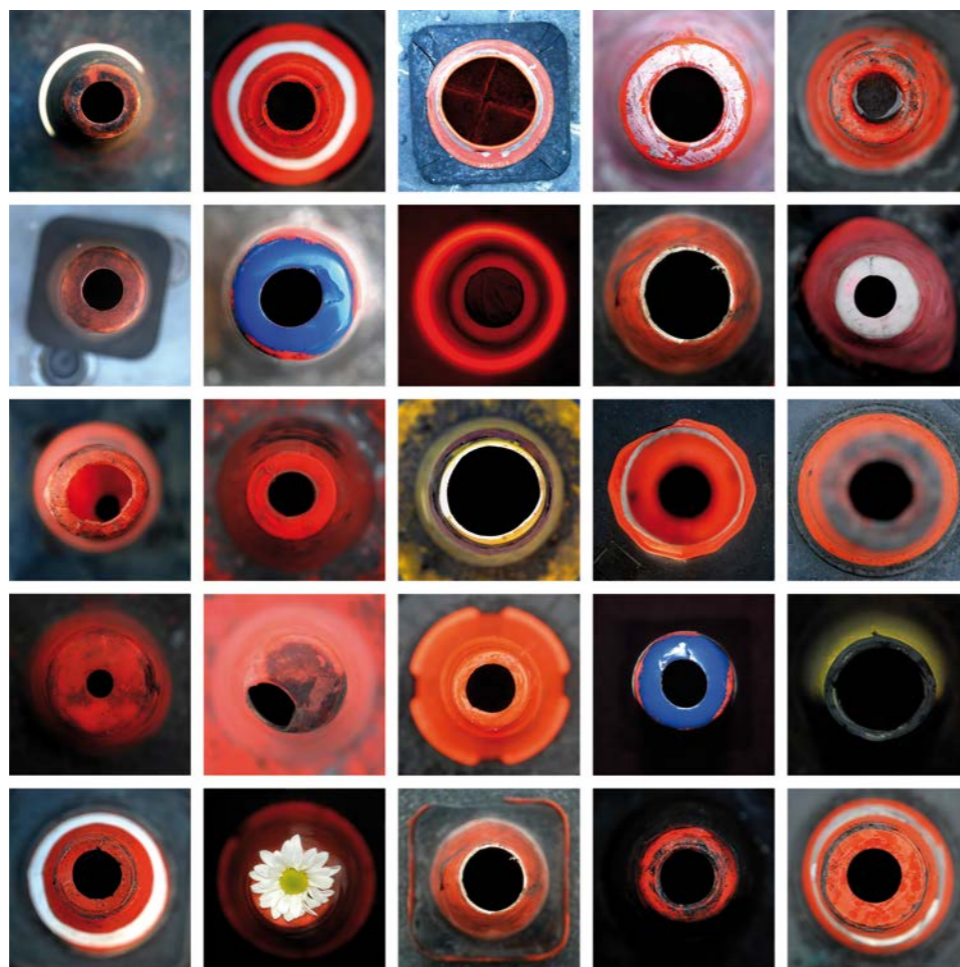
© eu.flythe.se

Koan of Cones

■ A traffic cone is quite an iconic urban element: colorful, recognizable and seemingly ubiquitous. Mostly they are used to divert traffic and fulfill a safety function. You tend to notice them but do you really look at them? One person who does is Peter Emerick (*1965), a photographer based in the U.S. state of New Jersey. Having worked in the fine art storage industry for about 15 years, Emerick's work is deeply influenced by paintings. In his "Koan" series, a body of work he has been compiling for more than 20 years, he seeks out the inner beauty of the ordinary. It is a work in progress that comprises standalone or grids of pictures of traffic cones, photographed from a bird's-eye view. For Emerick, each cone is completely unique, as it has different colors, is found in different locations, and has a history all its own.

A "Koan" – aptly homophonous with cone – is a riddle or puzzle used by Zen Buddhists during

meditation to help them unravel greater truths about the world and about themselves. Focusing on the koan facilitates a change of perspective. Which is exactly what Peter Emerick seeks to do with his work: to change our perspective on the ordinary and everyday by focusing our gaze, and attention, on it.



© Peter Emerick, www.zondertitel.com

In a Nutshell



China On February 14, 2017, Oiltanking Nanjing was named the "2016 Pioneer Organization of Safety, Environmental Protection and Firefighting within the Nanjing Chemical Industry Park (NCIP)." Once a year, the NCIP recognizes companies among its 150 tenants who provide excellent performance to the chemical park and are competitive in areas including safety and environmental performance. Congratulations!

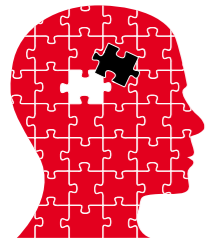


The Netherlands May 20th, 2017, was a red-letter day for our Oiltanking Terneuzen colleagues: the day of the Ghent-Terneuzen-Kanaal Cup. The yearly soccer event has become a cherished tradition for all companies with sites along the canal that links Ghent in Belgium, and Terneuzen in The Netherlands. These events are a fun way for the companies to network and get to know each other better. For Oiltanking Terneuzen, it also forms part of the "Fun & Fit" program the company has initiated to stimulate a healthy, happy work environment for all its employees. Two teams from Oiltanking Terneuzen participated – the only co-ed teams in the tournament. Of the 20 teams competing for the cup, Oiltanking placed 18th and 13th.



Belgium Oiltanking Antwerp Gas Terminal will almost double its storage capacity by making a substantial investment in the construction of a 135,000 cbm, fully-refrigerated butane tank – the largest in Europe. This progressive step foots on a long-term agreement signed with INEOS for the storage and handling of butane that will serve as feedstock for the INEOS cracker in Cologne, Germany.

S(UP)PORTIVE TEAM Oiltanking Terneuzen also had three women on the soccer pitch



Strategy 2020 – A Journey Led by Us All

In the previous issue, we began to explain our Oiltanking Strategy 2020, which aims at “strengthening our core business” and “pursuing sustainable growth” while striking the right balance between the two. Here is the follow up.

■ **Pursuing sustainable growth** is what we have been successfully doing over the last decades, and we strive to maintain a steady pace as we move along. The strong growth we have experienced in recent years has made of us a company that is now active in 24 countries. To maximize the potential of our global brand, we also want to make sure we continuously improve and optimize the way we do business, manage our core processes, and attract and develop the right talent. Strengthening our core also means bringing business tools and systems up to speed with today’s best practices in the context of digitalization, real-time availability and smart analytics to enhance data-enabled decision-making.

We strongly believe that an effort to pursue sustainable growth and strengthen our core processes should go hand-in-hand with institutionalizing the right organizational culture.

We aim to institutionalize the following Desired Behaviors, which reflect our values and priorities, as an essential part of our organization’s culture. These behaviors complement our current strategic focus.



COMMITMENT
The three pillars
of the Oiltanking
2020 strategy

We are committed to collaborating with all of our stakeholders to optimize the interconnectivity between these three pillars of the Oiltanking 2020 Strategy, and look forward to all of us working together in pursuit of continued success in the years to come.

1) Take Ownership: We challenge the status quo with a “can-do mentality”. We are proactive, take the initiative, and follow procedures – but also critically review them and suggest improvements.

2) Connect: We share information and best practices. We cooperate and collaborate with colleagues across departments and regions, and are willing to learn from each other.

3) Be Open-minded: We show interest and are curious to learn about new things, with the intent of being part of the solution. We request and give constructive feedback from and to each other.



... and Action!

Try to solve our riddle and don't miss out on the chance to win! Please send your entries to: connections@oiltanking.com, or contact us by post: Oiltanking GmbH, connections Team, Koreastrasse 7, 20457 Hamburg, Germany, or by fax: +49 40 370 99-7499.



CONGRATULATIONS

‘Patchwork to Ponder’

After receiving your numerous entries, it was our turn to ponder your creative patchworks and determine the winners. Congratulations on your inventive tangrams, Jose Llera-Llerandi/Oiltanking Stolthaven Antwerp, Casey Qiu/Oiltanking Daya Bay, Wendy Van Poucke, Andy De Clercq, Tim Van Baeveghem/Oiltanking Ghent, Bharati Srinivasan, Kavita Shetty/IOT, Eko Sambodo, Girda

Riaunita, Yunar Wahyudi/PT Oiltanking Karimun, David Atencio/Oiltanking Colombia, Geraldine Díaz, Silvana Torres, Daniel Rozas Kaneko, Jesús Medrano, Martin Collantes Monserrate/Oiltanking Andina Services, Inez van den Berg/Oiltanking Amsterdam and Astrid Eehalt/Skytanking. A small surprise is already on its way to your doorstep!



NEW QUIZ

Burning questions...

The coffee smelled so delicious that Ellie and Max took a sip against their better judgment and – ouch! – burned their tongues. To avoid this happening next time, we suggest they wait long enough before taking the first sip. But how long is enough? Assuming a room temperature of 20° C, how many minutes must Max wait to enjoy his coffee if he wishes to drink it at 60° C? Ellie is busy and can’t drink her coffee until five minutes after she fills her cup. She likes milk in her coffee, but wants the coffee to still be hot when she drinks it. Should she add the milk

immediately or not until she is ready to drink the coffee? Helpful parameters: Freshly brewed coffee = 90° C. Coffee cools down by approx. six percent of the difference between coffee temperature and room temperature every minute.

Please remember to send us your answers to Max and Ellie’s coffee conundrums before September 8, 2017.





Green Lights around the Globe

The heroes of Jules Verne’s classic adventure novel made it “around the world in eighty days.” Thanks to Maya Barkai’s creative Walking Men Worldwide™ art installation, pedestrians can now walk “around the world” in approximately 10 minutes. Intrigued by the variety of the pedestrian traffic light icons used in different countries, Barkai collaborated with professional and amateur photographers around the world to create a photographic collage. “The ‘walking man’ is an international celebrity and one of our most recognizable figures,” says Maya Barkai, commenting on the project she started seven years ago. It made its debut in downtown New York as part of the Re:Construction Program by the Alliance for Downtown New York and Artea Projects: 99 man-size symbols “walking” along 150 meters at 99 Church Street. After more than four years on display, they still incite curiosity about the stories behind each icon. Why do some wear a hat or a ponytail, some bend forward while others walk upright; why do some consist only of a dotted line?

Walking Men Worldwide™ installations have since been hosted to great acclaim in Russia, Australia and Argentina as well.

Born in Jerusalem, Maya Barkai is a graduate of the School of Visual Arts’ Photography Department in New York, the city where she now lives and works. Her photographs have been exhibited worldwide and featured in renowned publications. She also received the National Press Photographers Foundation Grant, and has been invited to speak on a variety of panels.

