

Partnering for Success

The Van Oord / Sodexo Story
2010-2019



sodexo
QUALITY OF LIFE SERVICES

FOREWORD

Van Oord began working with Sodexo's Energy & Resources (E&R) division in 2010. Today it is a global, strategic partnership covering more than 70 vessels operating worldwide and stretching from Indonesia to Costa Rica.

William Lems and **Evert Dunk** share how the Van Oord-Sodexo partnership has grown and prospered over the last decade:

What is the foundation of your partnership?

ED: Sodexo's approach to safety was a key pillar from the start and this is still the case today. But it was our collective desire to move beyond basics such as cost efficiencies and service standardisation to become genuine strategic partners that has lifted our relationship to a different level.

How has the partnership changed over time?

WL: Put simply, more experience working together has brought greater effectiveness. Over time, we have become colleagues. We are both family-owned businesses working across different cultures and geographies which helped accelerate this.

Has this longevity fostered a shared culture between Sodexo and Van Oord?

ED: Yes, the synergy between our two businesses has been pivotal, especially during the difficult transition from self-operated to outsourced vessel management. Van Oord's willingness to absorb Sodexo best practice and Sodexo's enthusiasm for the 'language of the ship' has led us to thrive.

What are the most important achievements of the partnership?

WL: At the start, it was difficult to manage comparable cost and quality for the same services. Sodexo helped us take back control. At first, some of the crews had to adjust to the new situation when we started working with a third party, but Sodexo proved to be a reliable partner. So, visibility has been a

huge benefit. We previously missed clarity on vessels which could be going anywhere in the world, and there was huge risk around supply chain safety. We can now forecast costs and quality much more effectively.

What were the biggest challenges?

WL: Introducing Sodexo was a big change, especially for our captains who manage the vessels at sea. It was vital that ship captains felt they were heard, therefore we put feedback loops in place to ensure their suggestions were listened to and to soften the responsibility shift. Over time, satisfaction levels with Sodexo's services continue to rise.

What do you see for the future of the relationship?

ED: Sodexo always looks to improve our delivery standards – from closer collaboration with key suppliers to further integrating our systems and business models to increasing supply chain continuity.



TIMELINE

PILOTING 2010

4 VESSELS

- Full catering

SCALING-UP 2011-2014

FROM 15 TO 20 VESSELS

- Full catering
- Crew planning

FULL SERVICE 2015

26 LARGE & SMALL VESSELS

- Full catering
- Crew planning
- Supplies only
- Project onshore solutions

RE-ENGINEERING 2017

- Transfer of client's catering crew management to Sodexo
- Further reduce direct costs outside the contractual responsibility of Sodexo
- Deployment of menu management
- Optimising supplies only
- Joint manning agency and integration of crew planning

FAST FACTS

Sodexo's first E&R contract with Van Oord began in 2010 with **4 vessels**

Today, a partnership spanning 70+ installations including **27 large vessels**

Services include catering, cleaning and laundry

No Lost Time Incidents (LTI) for the period 2015-2019

Satisfaction levels of **3.8 / 5** and above consistently since 2016

Overall KPI scores consistently above **4.1 / 5** since 2016

CONTRIBUTORS

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SODEXO ON BOARD

Van Oord delivers innovative, high-quality maritime projects across the globe – from dredging to building offshore wind farms and oil and gas infrastructure. Sodexo’s role is to ensure their crews’ quality of life doesn’t dip. Team safety, consistent cleaning services and delivering tasty, nutritious meals are a few examples.

‘Offshore Life’ is Sodexo’s world-class portfolio of services, based on strict global protocols designed to ensure on-board standards that deliver efficiency, performance and consistency.

SAFETY & YOU

While the safety of employees, clients and hosting communities is an overriding business imperative for both Van Oord and Sodexo, a key challenge was implementing each company’s policies across a range of geographies, cultures and environments.

Through communication and collaboration, Van Oord’s ‘Say YES to safety’ programme and Sodexo’s ‘Zero Harm’ mindset now form an integrated safety framework. Crew members now adhere to both without duplicating resources.

“Thanks to exhaustive early discussions and a collaborative approach, our teams have aligned on how to achieve safety successes side-by-side.”

BENJAMIN MEEUSE
Sodexo

“The captain is ultimately responsible for safety and quality of crew. They will report back to Sodexo if something is not right and back to our ship management department if needed. In the end, ship management is accountable and responsible.”

CARLO SOLLEVELD
Van Oord

WELLNESS & YOU

Food is at the heart of quality of life. In Van Oord’s challenging environments, crews need the right fuel so they can focus on the job at hand.

Sodexo’s healthy, balanced food offer is supported by global menu planning and rotation, dietician-approved recipes and nutritional information.

“Peanut butter from Holland and other Dutch staples need to be available on all our vessels. There is a Dutch saying: ‘If you don’t know it, you don’t eat it.’ But the overall health and physical condition of our people is the most important issue. With the introduction of the Van Oord StayFit programme, we want to make people more aware of what they eat and be open to more diverse menu choices. Sodexo is really helping us get that message across so people try new things.”

WILKO KOK
Van Oord



“Ensuring the health of our seafarers is essential, as they’re onboard for long stints – up to four months at a time – and have physically demanding jobs. Sodexo’s commitment to providing healthy meals along with good communications to guide positive choices has been highly beneficial for our crew members.”

JAAP DE JONG
Van Oord

ESSENTIAL & YOU

Sodexo provides the offshore industry’s best cleaning service across widely divergent markets, using internationally recognised colour-coded equipment and supplies to avoid cross-contamination. Staff follow rigorous ongoing training programmes.



“Consistency is central to Sodexo’s approach. Their standard operating procedures ensure that whether crew members are on board in Indonesia or Brazil, the same standards are applied. This allows our teams to focus on what they do best – creating value for Van Oord.”

WILLIAM LEMS
Van Oord

FRESHNESS & YOU

Sodexo’s focus on freshness ensures vessel laundry is consistently well-managed. This covers procedures for both work and personal clothing as well as ensuring there are always fresh bed linens and towels.



COMFORT & YOU

Housekeeping schedules on board Van Oord vessels are customised to each vessel’s layout and the crew’s routine. This enables Sodexo to provide a high level of service and ensure cleanliness at all times.

PARTNERING FOR SUCCESS DESPITE CULTURAL CHALLENGES

Across the fast-moving, diverse and high-pressure projects that Van Oord manages in the dynamic dredging and offshore industries, Sodexo experienced a steep learning curve to adjust and deliver against Van Oord's expectations to anticipate, innovate and deliver efficiencies.

The challenges weren't technical; both organisations needed to align language and culture. Thanks to a shared commitment to succeed and open, transparent communications, all stakeholders have learned the importance of measuring the impact of change. Sodexo has become increasingly agile and responsive to Van Oord's unique operating environments.

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"Sodexo has gone beyond its remit to provide great advice for the layout and design of new vessels. They're always willing to cooperate and think for the future of our partnership."

JAAP DE JONG
Van Oord

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"Moving beyond a traditional outsourcing supplier-client relationship to become strategic partners is a huge achievement. Sodexo's expertise is no longer limited to managing spend and cost savings. It is very satisfying to now be considered creators of value."

CUNERA VLAAR
Sodexo

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Following are some of the key value-added ways we partner:

BESPOKE CREW PLANNING PROCESS

Sodexo's practices are fully aligned to Marine Labour Convention (MLC) requirements.

Their pool of long-term employees helps maintain consistent service standards and minimises training costs. In 2017, Van Oord supported Sodexo during a manning agency switch that ultimately relieved Van Oord teams of much of the administrative tasks related to crew staffing. The transfer was achieved on budget and on time with minimal attrition.

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"The biggest challenge was the transfer of long-serving staff to Sodexo. It was much more successful than expected. Sodexo spent a lot of time getting to know people on board and taking a personal approach. We helped people let go of past habits and behaviour."

WILKO KOK
Van Oord

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CROSS-CULTURAL TRAINING

Effectively leading a multi-cultural workforce requires understanding how different backgrounds affect behaviours and communication styles. Sodexo's extensive training programme, run in Manilla, helps new staff acclimate in the short-term and thrive in the long-term with field managers that travel across key vessels around the globe to deliver support and maintain standards.

"At Sodexo, we put people at the heart of everything we do. Our induction programme helps new staff get an early sense of the culture to help them adjust and feel comfortable so they can give their best once on board."

SOPHIE BROERS

Sodexo

SUPPLY LOGISTICS

Van Oord has a very strong tradition of good food and many menu choices. Sodexo's 'last mile logistics' expertise is vital to ensuring that Van Oord crews' favourite products – especially traditional Dutch snacks such as drop liquorice, Dutch mayonnaise, curry sauce and bitterballen – reach the required destinations across the globe.

"Supplying over 70 ships worldwide is a challenge, but Sodexo's wide-ranging experience means that they're well-prepared and knowledgeable about supply chains in even the most far-flung locations. That said, with the breadth of our vessels and locations, we still manage to surprise and challenge them!"

CARLO SOLLEVELD

Van Oord



OPERATIONAL EXCELLENCE

Over time, Sodexo has gained the trust of captains and crew members thanks to the increased visibility of all the processes deployed. Van Oord had little data on the food supply chain to make cost and quality comparisons; Sodexo's expertise has reduced the resources required for contract management and staff involvement on food orders, resulting in lower catering costs while maintaining quality standards.

"We have a great network to share and understand best practice. We continually measure the quality of our services through ongoing feedback and cross-discipline knowledge to better understand where we can improve."

MARNIX WIELDRAAIJER

Sodexo

