[Date ]

**Message from top management**

Dear colleagues,

**A stronger drive for safe operation:**

Our safety performance affects everybody; colleagues and their families and friends, customers, authorities and investors. Therefore, we should all strive to continuously improve our performance as there are bound to be things we can do better and safer, both onboard and ashore.

**We want everybody’s opinion:**

In order to get an overview of our improvement areas, a survey will soon be conducted by SAYFR, a third-party advisor. I expect and encourage you all to respond to this survey, as this is an important step to establish a more accurate understanding of how you and your colleagues evaluate our safety culture and environment. This survey will give everybody the opportunity to influence the process. The survey will be anonymous and treated in strict confidence to assure everybody’s confidentiality.

**We will take action:**

Even though we do not know the outcome of the survey, we do know for sure that we can always do better and improve our safety performance. Therefore, I can promise you that this initiative will result in actions. So, I ask you all to view this as an opportunity to influence the content and focus of these improvement activities.

**We need you as ambassadors:**

To make sure that the process is heading in the right direction from the start, we need help from everyone. I therefore ask all of you to be ambassadors for this initiative; encouraging everybody to answer to what the situation is like in reality, and not what it ideally should be. Only in this way can we discover shortcomings in our safety performance and take the necessary corrective actions.

I truly want all of us to be recognized for our outstanding safety culture. Thank you for your support!

Best regards,

Name/Signature

P.S. Please see next page for step-by-step instructions to the survey.

**Step-by-step instructions for taking the survey**

* Everyone will individually receive the survey web-link via email in the next couple of days.
* Sender address will be [safemind@sayfr.com](mailto:safemind@sayfr.com) so please confirm this email address before you click the survey link.
* You will need internet access to conduct the survey. Once you click the survey link, it will take you directly to the survey page.
* Please select your preferred language and start the survey.
* The survey will run on smart phones, tablets and PCs and supports major internet browsers, but preferably Chrome.
* The approximate time required to answer the survey is 15 minutes.
* Please make sure the survey is answered individually and do not share your answers with your colleagues.
* The deadline for completing the survey is (DATE).
* If you experience any problems or have any questions, please send an email to (EMAIL ADDRESS).