

# Passion

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wind farm**

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Beatrice  
offshore wind farm

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### PASSION

Smulders Magazine

### Smulders

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## Flying start 2017

This time we prefer to start, rather than end, with a message of thanks. To our clients for the many wonderful assignments. To our colleagues for all their hard work. Together we have achieved an incredible performance over the last months. We have completed transition pieces for the Galloper and Dudgeon project, three substations for Race Bank and Walney and the first set of jackets for Beatrice. In April we got started on the suction bucket jackets for Aberdeen. In addition, work on the Bavaria malt factory in Eemshaven is progressing steadily, the modules for Yamal have been sent to Russia and, meanwhile, the Nippon project has come to an end.

In total we worked for over 50,000 hours per week during the first 4.5 months, instead of a good 40,000 as normal. And, even under such strain, we have managed to help our suppliers and colleagues with solutions. After all, a number of different staff from Belgium travelled regularly to England, where Smulders Projects UK have made a flying start.

Meanwhile, various 'firestarter' projects have begun to help take our organisation to a higher level. Work is being carried out in groups on initiatives related to team building, handling pressure at work, communication, training, safety and the induction of new colleagues. For example, the system of 'buddies' has been introduced for those new to the company. One good example is Nichelda Dadda, our young talent in this magazine.

There will still be plenty left to do during the second half of the year. Indeed, besides continuing on the Beatrice project, which is covered in detail in this magazine, the foundations for Hohe See and Norther are also on the agenda. We shall also be building the entire substation for Deutsche Bucht

ourselves. Meanwhile, the design team involved are already installed in Arendonk.

As far as market developments are concerned, we expect a period with a little more room to breathe. Indeed, with government decisions holding up a number of wind energy projects, we are anticipating some delays. This means that there is still some flexibility in the diary in 2018. However, if the wind blows in our favour like it did this year, then it will soon be filled. That is not to say that we are leaving this to chance. Naturally we are working hard on the matter. This included putting Smulders in the spotlight in early June at the Offshore Wind Energy exhibition in London, the world's largest conference and exhibition related to offshore wind energy, organised by WindEurope and RenewableUK.

Right now, however, it is time to recharge our batteries. To enjoy a few weeks without a care. And that is exactly what we wish you. Have a super summer together with your loved ones.

On behalf of the entire management,

**Raf Iemants**

Managing Director Smulders



# News



## Successful participation at Offshore Wind Energy 2017

In early June Smulders took a stand at the Offshore Wind Energy 2017 exhibition in London. We can now enjoy its success!

Offshore Wind Energy is the world's largest conference and fair focused on offshore wind and is organised every two years by WindEurope.



## Smulders in support of a good cause

**Once again, including this Easter, Smulders sites have all been making an extra effort for charity.**

Employees at our Belgian sites were each given a bag of Easter eggs and, in doing so, supported the Make-A-Wish foundation. Our site Newcastle upon Tyne (UK) donated the amazing sum of £1,225 to 'Daft as a Brush Patient Care'. Our Polish site also made a great effort for charity this year and gathered up 80 kg of clothes and 50 kg of toys and toiletries for a local refuge for single mothers. In addition, Spomasz also donated the sum of 3 500 zł to the refuge.



## Load out of one jacket per week for a period of 28 weeks

Currently, all of Smulders' sites are putting tremendous effort into a real 'tour de force': accomplishing a series of jackets for Beatrice, soon to be Scotland's largest wind farm. "This project stands out not only for the number and scale of the jackets, but most of all for the timing in which the job needs to be done", explains Lieven Van Hileghem, project manager at Smulders Projects. "By starting on a new jacket each week we have been able to load out one jacket a week so far. Even though the production time of one jacket totals about 13 weeks."

### Topic

## Beatrice offshore wind farm

#### Location

Off the coast of Caithness, Scotland

#### Final client

Beatrice Offshore Windfarm Limited

#### Client

Seaway Heavy Lifting

#### Total number of foundations

84 (of which 28 built by Smulders)





Load out of the first top sections in Hoboken.



Lieven Van Hileghem, project manager at Smulders Projects.

The Beatrice offshore wind farm is to be installed about 15 km off the coast of Caithness. Over the next 25 years it will generate enough energy for about 450,000 homes. The farm is to be deployed in phases and should be fully operational in 2019. A total of 84 foundations need to be made for the Beatrice offshore wind farm. To achieve this, Seaway Heavy Lifting (as part of Subsea 7) has teamed up with three parties: the Scottish BiFab (26 pieces), Bladt Industries (30 pieces) from Denmark and Smulders (28 pieces).

#### 28,000 tons of jackets

The jackets measure between 68 and 81 meter high. These will soon form the basis of the one of the world's deepest-lying wind farms. The jackets weigh an average of around 1,000 to 1,150 tons. All together, the jackets weigh almost as much as three Eiffel towers. Lieven: "Of course, we have made jackets quite often at Smulders, but this mostly involved a few pieces. We are now making a whole series. Furthermore, the jackets are larger than normal, as they will be installed deep in the sea. This makes it impossible to work with a so-called 'monopile' (a foundation made of a single column)."

#### Everyone on red alert

The project manager continues: "We are bound by a very tight schedule in the project. This means that there is absolutely no margin for delays or errors, as these could cause a disastrous snowball effect. For this reason, great attention is being paid to the creation of a clear weekly schedule, including the detail of exactly what needs to be loaded out when, by all parties concerned." And there are quite a few in fact. Indeed, to start with, all Smulders sites are involved in the project, not to mention other subcontractors from all over the world. The steel pipes for the Beatrice jackets come from Germany and grilles for the platforms have been sourced in China.

#### A portion for each Smulders site

- **Spomasz (Zary, Poland):**  
smaller steel components
- **Iemants (Arendonk):**  
coating of smaller components
- **Willems (Balen):**  
transition piece (TP)
- **Smulders Projects Belgium (Hoboken):**  
middle section and assembly of top section
- **Smulders Projects UK (Newcastle upon Tyne, UK):**  
production of base and assembly of top and base section



The top sections for the jackets are being produced at our site in Hoboken.



The painted top section leaves the painting hall in Hoboken.





Peter Bogaerts (middle), production manager at Willems.

project has been split into two. “Meanwhile we have already shipped 8 top sections from Beatrice jackets to England and a total of 18 top sections are ready. From March to May we worked on the foundations for Aberdeen Bay. Then we will continue at full speed on the production of jackets for the Beatrice project. The aim is for all the jackets to be at Smulders Projects UK in Newcastle by the end of this year. They intend to start installing the first foundations in August.”

#### Exceeding expectations

Lieven: “Initially we intended loading out three jackets per month. By focusing fully with the entire team and making sure that all the materials were on site in time we could soon beat the learning curve. And it turns out that we can now even load out the top and middle sections for no less than four jackets each month. This means that we are currently three weeks ahead of the contractual planning for the top sections.”

#### Icing on the cake

And that is rather lucky because, meanwhile, a new project has turned up for which we needed to make some time: the production of the foundations for Aberdeen Bay. This is why the Beatrice

alternative to the ‘lifting bucket’, the lifting mechanism used by Seaway Heavy Lifting. This also allows the jackets to be lifted up with normal cranes. It turned out to be a good solution for all the production partners involved.”

#### Giving a hand in Newcastle

“Everything is now under control here in Hoboken, and we have established a routine. That does not mean that we are sitting back and taking it easy. We remain on red alert, although it does mean that we have one less thing to worry about. After all, we now know what the client wants, where the potential trouble lies and how to handle things from a logistical and production point of view. It also means that we have freed up some space to help Smulders Projects UK get their production up to speed. We are now sending people over each week from the project team in Hoboken to support the project. That’s why I am also often to be found in England. They are currently busy building the base

sections. These will soon be installed under the jackets sent from Antwerp, before being shipped off to Scotland.”

#### Puzzling with space

Meanwhile, at Willems, the production continues incessantly. Peter Bogaerts, production manager at the Smulders site in Balen: “A large share of our halls, around 40% of our production area, has been especially set aside for us to be able to realise this project. It would be hopeless to change this set-up temporarily in order to focus on another project. Willems used to be a family business, and that is clear when you see the way our site has developed. Over the years new pieces of hall have been added as the company grew. This meant that the logistics were the greatest challenge in getting things done. It is a question of puzzling with the area available in order to achieve one TP per week.”

#### Steaming ahead

“At Willems we are producing the top section of the jackets, which is the transition piece (TP for short) to the wind turbine”, explains Peter. “This consists of six different parts: four wings, a barrel and a top plate. On 15 November last year the first TP was shipped and this has been followed by another each week. Meanwhile, the first eighteen pieces have been delivered to Hoboken and the rest is in production. So, for us, the end of the project is in sight.”

#### Teams on red alert

“In order to cope with the production demand we have had to hire the appropriate external manpower, all of whom have been certified beforehand by our own QC team. We have also appointed some of our own staff to act as foreman. Each foreman is responsible for all the welding around a single TP. On each shift this involves being in charge of between

12 and 14 welders. A foreman ensures that everything is done according to the rules and that his team keeps the work zone tidy. And I can assure you, that is a challenge in itself when so many people are working hard at the same time in a small area.”

#### Proud

Peter is proud of his staff’s efforts and delighted with the close collaboration with colleagues from the other Smulders sites. “Without them we would never have been able to produce at such a high speed”, he stresses. “It is truly exceptional what we are managing to achieve together. So much work is being done in such a short period. Everybody deserves the credit for the fact that we are successful. For the Beatrice project alone we are clocking up 4,000 man hours per week per TP in Balen in assembly and welding. That is normally the number of hours worked by the entire company.” ■

The transition pieces connecting the wind turbine are being produced at Willems in Balen.





# Interview

## Jan Visser Site manager Seaway Heavy Lifting

Beatrice Offshore Windfarm Limited (BOWL for short) approached Seaway Heavy Lifting (SHL) via Subsea 7 for help in realising the Beatrice project. They are in charge of the engineering, purchasing, construction, transport and safe installation of the turbine foundations in the Beatrice project, complete with all the relevant 'in-field' cable work. The project suits SHL's ambition to become a leading contractor in the offshore wind industry. Site manager Jan Visser, who is leading the project from SHL in Hoboken, explains.

"Throughout the project we will be on the Smulders site in Hoboken with a permanent team of three people, plus a number of quality inspectors, depending on how busy it is. This project is unusual due to the fact there is limited time between signing the contract and starting production. In order to be able to achieve the delivery date set by BOWL we began production before the engineering was even finished. This means that we have had to resolve a variety of engineering issues with Smulders over the first months.

### Maintaining momentum

What we really appreciate as a client is that Smulders was prepared to take the risk and order material right at the beginning of the project. Simply to keep up the momentum. In doing so we could be the first to start and also the first to face any obstacles. So far, by using each other as a sounding board and sharing ideas, we have been able to tackle every problem." For example, the handrails were too wobbly. However, it was not an option to adapt the parts, as these had already been manufactured. Jan continues: "We sat around the table and came up with the idea of designing



"Smulders keeps up its progress whatever the circumstances and that is important for projects like these"

special clamps to stabilise the handrail. Thanks to the good communication we also managed to get approval for the cable work within just a few weeks. If this had taken any longer then it would certainly have affected the planning."

### Getting used to things

When talking about his own background, Jan says: "I was asked by Seaway Heavy Lifting to run this project because of my experience in managing production sites. It is the first time that I have worked with Belgians. As a Dutchman I do notice that we are more direct and like to avoid any risk of a misunderstanding. Belgians are wired differently. A Belgian will say that he will sort it out and he will, he just won't always tell you the full detail. It took me a while to get used to that. Don't get me wrong, I am entirely positive about the partnership with Smulders. Their work is precise and their repairs are expertly carried out. Furthermore, everything up until now has been delivered on time. And after all, the quality and planning are the greatest challenges in this project."

### Working safely

In order to work safely, Seaway Heavy Lifting introduced the Incident Injury Free program at Smulders. "This is picked up in consultation with the fabricators and implemented in the organisation", Jan explains. It seems to pay off. Since the start of the Beatrice project in June 2016, no injuries with permanent injury have occurred.

### Good collaboration as a priority

"For me personally this is a wonderful project because I have been involved right from the start and because I can make a significant contribution because of my expertise." For Jan a good and intensive partnership was always a priority. "In my eyes we are one single team working together to build foundations, despite the fact that Smulders is officially the fabricator and we are the client. It is about trusting one another and sharing the responsibility for the project. This way of working together - using each other as a sounding board, always thinking things through and limiting the lines of communication - is exactly why we are now ahead of planning."

### Hats off

By 1 August, 14 of the 28 jackets need to be complete and ready in the UK. With the top part already properly mounted on the base. Jan is confident that they will achieve this objective. "We need to do a further six load outs and I do not anticipate any problems. Smulders builds nicely and keeps on progressing whatever the circumstances. That is important for a project like Beatrice. Indeed, you can always make comments, but I say: hats off! If I had to choose between Smulders and another fabricator then I would certainly choose Smulders. And that is mainly down to our good and equal partnership." ■







# At work

## Flying start for Smulders Projects UK

The new Smulders site in Newcastle upon Tyne is only just up and running and it has already been given a lovely challenge: the final assembly and delivery of 28 jackets for the Beatrice project. An ideal project for a site that aims to specialise on serial production of the foundations for wind turbines. That is why everything is being done to get the production capacity of the new site up to full speed.



**Graham Brooks**  
Production manager Smulders Projects UK



“The former OGN site has changed considerably since Smulders arrived”, says production manager Graham Brooks starting his story. “To begin with, the premises have been extended and is divided up differently. The production process is now entirely focused on producing a series rather than a few individual pieces. Also, considerable attention has been paid to familiarising all team members with the new process.”

### Exciting months

“The past months have been exciting. The new start has created many challenges and changes. Clearly, there remain many tasks in which we still need to find our way.” Even so, Graham is proud of the great progress that has been made in a short time. “It is wonderful that we can count on the unconditional support of Smulders’ managers.”

### Work on Beatrice

Like all other Smulders sites, Newcastle is also working hard on jackets for Beatrice. “Each jacket consists of two parts. The top section is made by the various Smulders production sites in Belgium and Poland. We are making the base section here in Newcastle”, explains Graham. “The sections from Belgium are transported by pontoon four at a time from Hoboken to Newcastle. We then place the two parts on top of each other, finish the assembly and put them into storage. We are grateful to have use of the SARENS giant crane [SGC-120], which has been mobilised by Smulders all the way from the Middle East. The crane can lift no less than 3,200 tons and will also shortly be a great help during the load outs.”

### First task for the portal cranes

Two portal cranes are currently being installed alongside the giant crane. Each has the capacity to lift 600 tons. “We will be using them during 2D assembly and when the finished jackets are put in a vertical position. The first thing that the cranes will lift are the base sections of the jackets for Beatrice.”

### Hard work

Meanwhile, eight top sections have arrived in Newcastle from Hoboken. Graham: “In the meantime we are working hard on 13 base sections simultaneously. Some are almost ready, others still need to be assembled from scratch. Production is being carried out in phases, as it is in Belgium. The final goal is for all Beatrice jackets to be ready for shipment to the Scottish coast by the end of 2017.”





# Employee on site

## Kris Hermans Welding inspector

When Kris Hermans left school in '98 he knew exactly what he wanted to do: weld. Meanwhile, he is welding inspector at Iemants, and has helped all kinds of apprentices on their way. About six months ago Kris was asked a rather unusual question: whether he would like to train Safi Noorzad to become a welder. Safi fled from Afghanistan 6 years ago. He started at Iemants as an assistant painter, but it was soon clear that this was an unfortunate choice. Even so, Iemants still wanted to give him a chance. Kris: "I still remember saying: make someone a welder in two months, that's impossible!"

Kris, who is both modest and dedicated, has already been working for Iemants for 19 years. "After a year and a half I was given the chance to become a welder", he explains. "To start with, it was not always a big success, but by not giving up and asking plenty of questions things kept improving. You could say that I learned from my mistakes. These days I mostly do approvals and confirm what still needs to be modified." After a short pause he continues: "I still remember being called to see my shift manager. He asked me if I was up for the task of making Safi a welder. I was given two months to see if it could work. I knew it would be a challenge."

### Almost the end of the road

Because of the fact that Safi was a decorator before fleeing from Afghanistan, Iemants first decided to employ him as an assistant painter. However, it was soon clear that painting a house was a very different task to

spraying steel constructions with a spray gun. On top of that, Safi was allergic to the paint. So it was a no go. The plan was therefore not to renew his contract. However, a number of his colleagues insisted on giving Safi another chance: as a welder in Kris's care.

### Working side by side

Kris took Safi under his wing. "About six months ago", explains Kris. "We always worked together. I helped him discover the various types of flow and began with the basics of welding, as you normally learn at school, like how to do a corner weld. However, after two days, we actually moved on to the type of work we are used to here already. I kept on making it a little harder. He is now on his own and is simply part of the team, just like his colleagues. It is wonderful that it went so well."

### Keep asking questions

Safi, who is now quite good at Dutch: "I am really grateful to Kris. He explains things nice and clearly. I learned a lot from him and he is always friendly." What was also really important to Safi: he could ask Kris anything. As an experienced welder Kris found that quite logical. "It was by asking questions all the time that I learned how to do it myself. Repetition is important", explains Kris. "I kept needing to say to Safi: don't hold your welding rod too far from your work, make sure that you have a good flow, make sure you grind enough away. But that is quite normal and a good thing."

### Satisfaction

Looking back at the last six months, Kris says: "I have explained the basics to newcomers in the past, but I have never coached anyone so intensively. I am delighted that I have been able to teach Safi to weld. He started from scratch and look at him now. That gives me a sense of satisfaction. It means that I explained it properly."

### The basic requirements

The fact that this was a success story does not mean that everyone could manage it, in Kris's opinion. He believes that certain things are fundamental. "First of all you need to be motivated, like Safi. That applies to both sides. As a welder you need to strive

for perfection, in fact, and that is not always easy. It is not a job to be rushed." It also requires determination. Kris: "Clients always find something when they carry out their checks. Even with the best welders. You should not let this put you off. Turn it to your advantage and learn from every mistake you make."

### Different from school

Kris also stresses that the welding you learn at Iemants is a little different to the welding you learn at school. "At school you simply learn the basics. You practise on plates of thicknesses between 10 and 15 mm, whereas the plates here are often 50, 60, 70 mm thick. Furthermore, you need to be able to weld

tightly and seamlessly across tremendous surfaces. This means that you need to have a good sense of how to hold your rod, as well as being familiar with the flow settings. It takes a while to get used to it." He laughs: "It also took me some time before I could do a decent weld."

### Welding foreman

Some time ago Kris applied for the position of welding foreman, as someone to transfer the passion for welding to others and to take the quality of the company's welding to an even higher level. Nothing is finalised at this point, but it is certainly clear that Kris is keen to make this plan a success as well. ■

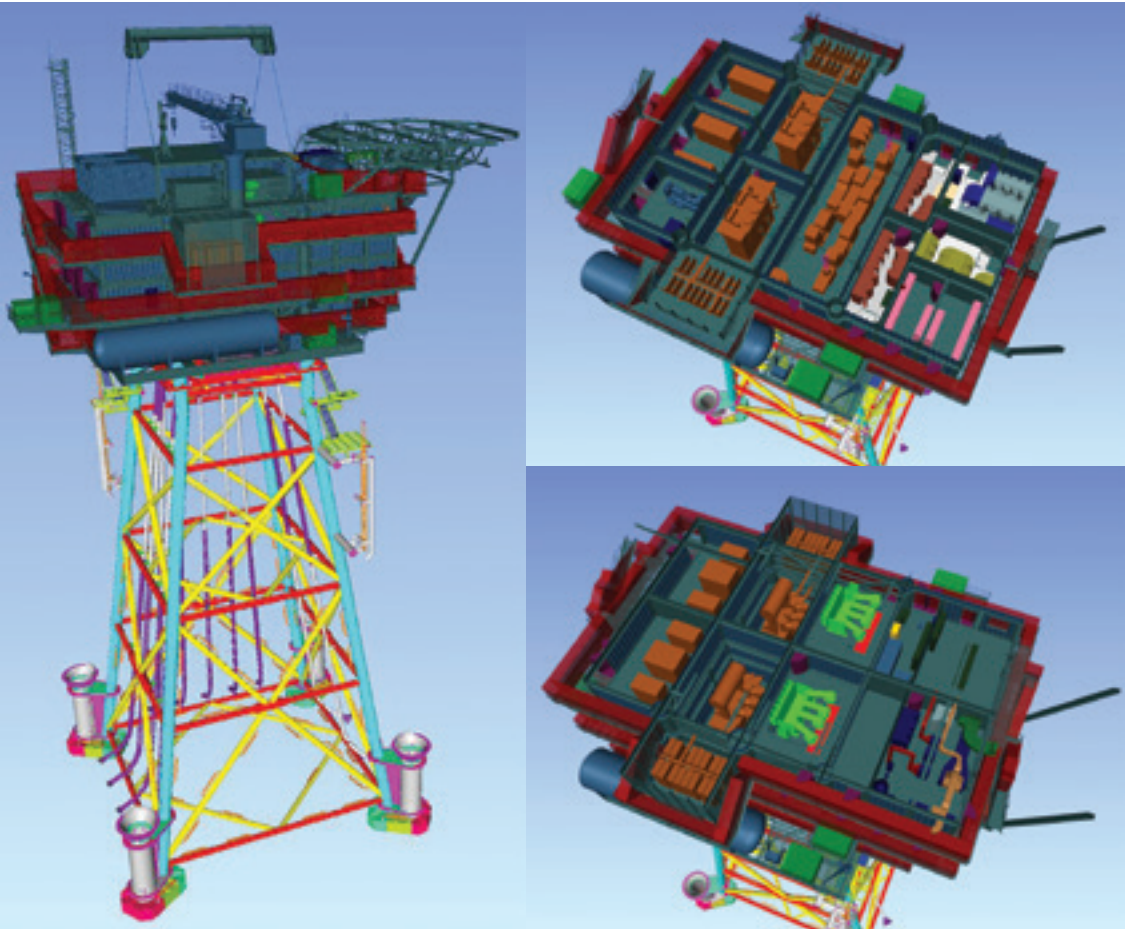


"I said: make someone a welder in two months? That's impossible!"



# Offshore Wind

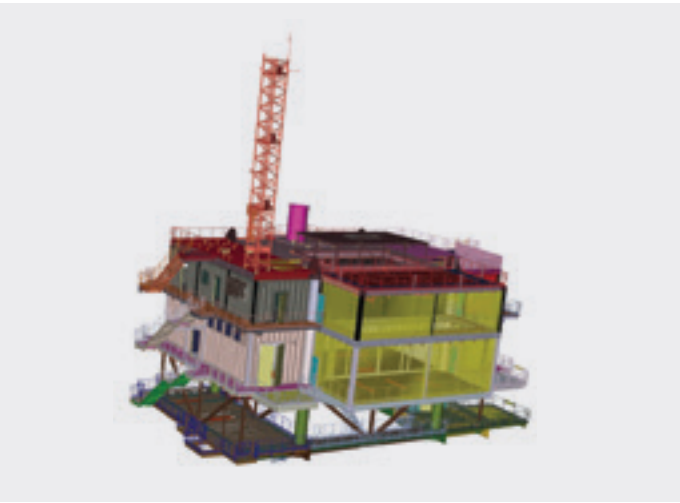
## Deutsche Bucht



The JV Iemants-Eiffage is in charge of the engineering, procurement, construction and installation (EPCI) of the topside and jacket for the **Deutsche Bucht offshore wind farm**. Iemants is to cover the steel constructions, architectural outfitting, sea fastening and load out of the topside plus the steel construction, sea fastening and load out of the jacket. Our partner CG is responsible for the HV/MV, while Eiffage is in charge of the LX/AUX.

Client	Van Oord OWP Germany GmbH
Weight of topside	2,720 tons (gross weight)
Weight of jacket	1,760 tons

## Norther



Smulders will be producing the substation and the transition pieces for the **Norther Offshore Wind Farm**. The wind farm is located in the Belgian North Sea, alongside the other wind farms Thornton Bank and Rentel and will have a maximum capacity of 370 MW. Norther is owned by Elicio (50%), Eneco (25%), Diamond Generating Europe (25%).

Iemants is in charge of the production of the topside and foundation (transition piece). Smulders Projects will produce the 44 transition pieces. The load outs are planned in the first half of 2018.

PROJECT DATA SUBSTATION

Client	Van Oord
Weight topside	1.400 tons (630 tons steel)
Weight TP+cage	640 tons

PROJECT DATA TP's

Client	Van Oord
Designer	Ramboll DK
Employer	Norther NV (50% Elicio, 50% Eneco)
Weight	260 tons / TP

## Aberdeen Bay



Smulders is in charge of the production of 11 suction bucket jackets for Vattenfall's European Offshore Wind Deployment Centre (EOWDC). The production is being carried out in our facilities in Poland (Spomasz), Belgium (Smulders Projects) and the United Kingdom (Smulders Projects UK).

The pioneering 92.4 MW EOWDC, at **Aberdeen Bay**, is one of the first UK offshore wind projects to utilise suction buckets on a wide scale. The fact that they are to be coupled to 11 of the world's most powerful turbines means that the suction buckets will be an 'industry first'. The suction buckets will allow more rapid offshore installation, and easy decommissioning since the installation process is reversed.

Client	Boskalis
Utility	Vattenfall
Number	11 suction bucket foundations
Dimensions	footprint 37x37 m / height: 77 m
Weight	1,020/1,240 tons



Merkur

**Merkur Offshore** is one of the largest wind turbine farms (396 MW) in the North Sea and is an important step in Germany’s energy transition. With this in mind, the joint venture ENGIE Fabricom-Tractebel and Iemants has been awarded the contract for the engineering, procurement, construction, tests and commissioning of the offshore substation, together with the relevant jacket.

Iemants has responsibility for the general and detailed engineering, construction, manufacture and corrosion protection of the steel constructions for the topside and the jacket. The topside and jacket are both to be loaded out and sailed away later this year.

Client	GeoSea
Weight of topside	1,200 tons
Weight of jacket	2,600 tons (incl. piles)

Kriegers Flak

Iemants is teaming up with Jan De Nul Group for the engineering, construction and installation of 2 Gravity Based Foundations for 2 offshore substations, both serving the future **Kriegers Flak offshore wind farm** as well as the interconnection between the Danish and German energy net. Iemants is to take care of the design, manufacture and transport of the steel tubes and platforms, which will be placed on top of the GBFs. The steel constructions are to be built in Smulders’ Belgian facilities.

Client	Energinet.dk and 50Hertz Transmission GmbH
Weight Kriegers Flak A	420 tons
Weight Kriegers Flak B	670 tons

Hohe See



Smulders will be producing the substation (topside + jacket) and 71 transition pieces for **EnBW Hohe See offshore wind farm**. Within the group, Iemants is in charge of the design and production of the topside and jacket, in a JV with Engie Fabricom and CG. The topside and jacket are the largest and heaviest ever built in our facilities.

PROJECT DATA SUBSTATION

Client	EnBW
Weight topside	2,010 tons steel (4,200 tons incl. equipment)
Weight jacket	1,970 tons steel

Together with Sif Group, Smulders Projects is in charge of producing 71 transition pieces. Sif will produce the primary steel, while Smulders Projects is responsible for the further production and assembly of the transition pieces.

PROJECT DATA TP's

Client	EnBW
Nr of transition pieces	71
Dimensions	diameter 7 m / Height: 20 m
Weight	480 tons per TP

Offshore Oil & Gas

Yamal LNG

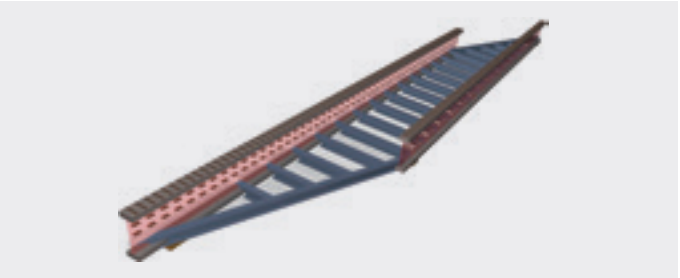


Iemants is currently hard at work producing the various steel structures required at **Yamal LNG**. So far we have already delivered and installed 4,472 tons. There are still about 1,300 tons to produce and supply. Everything has been completed on time, thanks to the great efforts made by the Smulders sites. 335,000 hours had been clocked up by early April! In this project Iemants is working in a Joint Venture with ALE and ICO.

Client	YAMGAZ, JV consisting of Technip (50%, Chiyoda (25%) and JGC (25%)	
Weight	Supporting structures	2,600 tons
	Grilles & sea fastening	5,190 tons

Civil & Industry

Brug Mechelen



Having been commissioned by Louis Mols Algemene Aannemingen NV, Iemants is responsible for the production and pre-assembly of steel bridge decks for a bridge in Mechelen.

Client	Louis Mols Algemene Aannemingen NV	
Principal	Infrabel	
Weight	555 tons	

Bavaria



Iemants is responsible for the manufacture, delivery and assembly of a malting plant in Eemshaven. The malting plant will be operated by Holland Malt B.V., a 100% subsidiary of Bavaria N.V. Iemants is also responsible for the assembly of the building’s technical equipment (ventilators, ducting, doors,...) and for wall and roof cladding. The project will be completed at the end of November 2017.

Client	Holland Malt
Weight	3050 tons steel structures
	Smulders



# Young Talent

## Document Controller

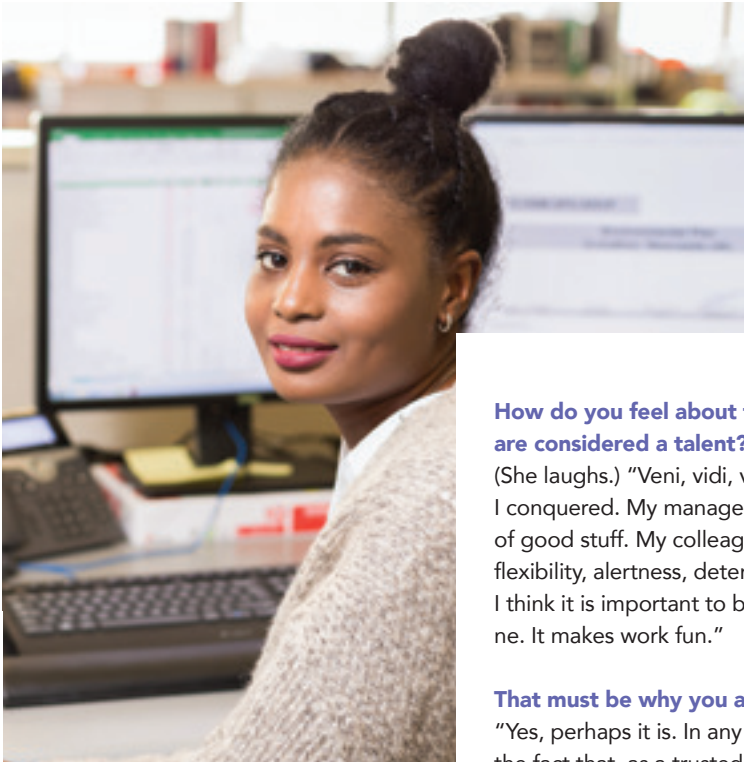
# Nichelda Dadda

The fact that Nichelda ended up working on the Smulders Projects in Hoboken was actually a fortunate coincidence. “Before this I was doing similar work elsewhere, but on a temporary basis. When it became clear that my job there was going to end due to a round of new automation, I applied for work at Smulders, which happens to be just 400 metres from my home. I really hoped it would click and it did, right away.”

**How long have you now been working for Smulders?**  
“Just under a year, but in fact it feels like I have been there for years. It is a really lovely place. I am currently working in a team of three ladies, all of whom are perfectionists.”

**So the standards were high, right from the start?**  
“They certainly were, but I have always been able to ask questions and my colleagues took the time to help teach me. That means that I now know exactly what to watch out for. I notice that clients are becoming increasingly demanding. Just the fact that each client works with a different software system. That means they each have their own requirements and wishes, which all need to be embraced.”

**Can you describe your average day at work?**  
“In fact that depends on whether you are at the beginning or the end of a project. At the



beginning, the focus is mainly on checking and managing the procedures received from the engineers. After that you need to set up the ‘as built’ documentation. That involves collecting and checking welding reports, drawings, ‘traceability sheets’, route maps etc. Documents that always need to be available on time. These arrive from people in the production team. All in all this is an enormous and responsible task and the ‘load out’ can only take place when everything is properly finalised. And after that all the different documents need to be digitised.”

**Quite a responsibility**  
“Yes, in fact our work is often underestimated. Once a project is completed and the barbecue in its celebration is behind us, colleagues can be quite surprised that I come and ask questions about a particular project. For them it’s all over, but we are still expected to dot the ‘i’s and cross the ‘t’s. After all, a client can still come back to us months after the project has been completed. We then need to be able to find the details right away. You should not forget that the ‘as built’ documentation represents about 10% of the total order value.”

**How do you feel about the fact that you are considered a talent?**  
(She laughs.) “Veni, vidi, vici. I came, I saw, I conquered. My manager says I am made of good stuff. My colleagues appreciate my flexibility, alertness, determination and smile. I think it is important to be there for everyone. It makes work fun.”

**That must be why you are already a buddy.**  
“Yes, perhaps it is. In any case, I am proud of the fact that, as a trusted person and mentor, I am able to help new colleagues to settle in at Smulders. Now it is my turn to make them feel like they belong and that they can come and ask whatever they like at any time. Even if it is just a question of what something means. After all, I am very aware of just how much new terminology there is here to get used to.”

**In short: it is not just Smulders that is happy with you, you also feel happy with Smulders?**  
“Although it is a challenging sector, Smulders is a very hearty employer. Very attentive too. Something I particularly appreciate, for example, are the little gifts on special days, like the bouquet of flowers on secretary day and the tombola at Christmas. The team building activities and staff parties are really great too. They give you the chance to see another side to your manager.”

**Where do you see yourself in five years’ time?**  
“On top of the Titan, Smulders’ bridge. Figuratively speaking. I hope to be able to grow along with Smulders. Right now I am happy where I am. I enjoy my job, have great colleagues and can walk to work.” ■

# Acting on surveys

Over the past weeks, several surveys have been conducted at our Belgian sites, at all levels and in all departments. The subject: your safety and well-being. So do we actually do anything with it? Of course we do! On the one hand it is nice to know that we are already considered a good employer in many areas. On the other hand it has become clear that there are conflicts in certain areas, particularly among colleagues.

We will be tackling these on both an individual and group level. The surveys also revealed that safety is too often considered as primarily the responsibility of the prevention team. That is a misconception. You are also responsible for your own safety and the safety of your colleagues. So set a good example.



# Number of accidents causing time off work down from 9 to 1

As far as safety is concerned we are very critical, but good things should also be recognised. After a less successful year in terms of safety in 2016, with 9 accidents

leading to time off work, since the start of 2017 there has been just 1 accident causing 1 of our 800 employees to be absent. Hats off to you!

# Warm welcome for newcomers

In recent months the HR department has had its hands full with all the newcomers in the organisation. We have welcomed over 50 new faces this year. These new people are allocated a so-called ‘buddy’ right from day 1 to make sure that they are not thrown in at the deep end. Someone they can always go to for advice. We do, however, expect new employees to take the initiative themselves. During the first evaluations we will be looking at whether this ‘informal’ buddy system is an asset.

# New: safety film for visitors

An external film crew has made an initiation film for Smulders (including the use of ‘drones’) in several languages. There will be a version for each location, clearly showing the safety regulations applicable to the site concerned. In a second phase we will also add the safety requirements per department and per job. This means, by the end of the year, we will be able to conduct each introduction using the computer. All visitors are obliged to watch carefully, as they are required to complete a questionnaire about the safety film afterwards. Those making more than three mistakes shall be required to watch again. In this way we can ensure that people (and especially those coming to work for us) can start working safely right from day one.



# Enjoy the summer!

