

Passion



"Whatever position young people choose, we can all be proud of our work"

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PASSION
Smulders Magazine

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Full speed ahead

With a well-filled order book for the next 12 months, all our companies are again working at full speed. This gives us quite a positive outlook, especially after the shift in offshore projects last year. Both offshore wind and civil & industry orders will cross our path in 2019 and 2020. This makes us very happy, but we do want to stay alert, with both feet on the ground.

Continuing to invest in safety

We need to keep focus. Because we made a false start in terms of safety at the beginning of the year, with too many accidents within the group. In places where small incidents frequently occur, a serious accident is just waiting to happen. 1,000 accident-free days in one of our plants is obviously something to be proud of, but every accident, wherever it takes place, is just one too many. A great deal has already been done in terms of safety, and the number of action points will continue to increase in the near future. All managers were asked to perform an in-depth analysis of the accidents. We do, however, involve all colleagues, because everyone's input is important. With the safety culture ladder as a guideline for our safety policy, we are aiming for even greater awareness and involvement.

Working together in confidence

Furthermore, we want to be a trusted partner for you, our customer. When working together on a contractual basis, it is not always easy to adequately show this. In the market, we have excellent scores in terms of (delivery) reliability and quality, and that's something we are definitely proud of. But if something goes wrong, we like to communicate about it openly. Because we solve mistakes. That's what working together in confidence means to us. And everyone benefits: you, as well as our people on the shop floor.



Changes are good

We see that machinery is getting bigger and bigger on the market. For example, in 2002 we supplied foundations for 2 megawatt machines, and now we see an evolution towards foundations for 10 megawatt machines, soon even for 12 and 15 megawatts. This means that we have to grow with you on every level. That's a good thing, but we do need to think about this as a team. The same applies to the administrative tangle of every project. Especially document control could be further optimised (and automated). On our to-do list.

And perhaps one last, quite important, thing: team building activities at Smulders are always great fun. In the future, we intend to organise cross-departmental activities. This will definitely enhance the cooperation between our project teams and production departments, and we're sure you'll feel that too.

Thanks for the great cooperation!

On behalf of the entire management,

Raf Iemants
Managing Director Smulders

News

Deutsche Bucht wind farm substation successfully installed

On Tuesday 02 April 2019 the offshore substation of the 269 MW offshore wind farm Deutsche Bucht was successfully installed offshore. The unmanned substation consists of a topside and a jacket. Both elements were assembled by Smulders in Vlissingen and then transported to the project location on pontoons. After installing the 61 meter high jacket on the seabed, the 19 meter high topside was hoisted and placed on

top of it. The upper deck of the offshore substation towers some 40 metres above sea level.

Van Oord appointed the Smulders-Eiffage joint venture for the engineering, procurement, construction and installation (EPCI) of the topside and jacket. Van Oord is the Balance of Plant contractor for the Deutsche Bucht project.



1,000 days without an accident resulting in absence

Working safely without workplace accidents resulting in absences... Willems in Balen has made it happen for 1,000 consecutive days. Something to be proud of and the result of more than 10 years of collective investment in safety awareness at every level. Reaching this point has not always been easy. In 2008 still 24 accident were reported, 8 of which involved sick absence due to injury. The following years the safety figures got better thanks to the necessary efforts, training, toolboxes, increased safety requirements at projects, more involvement of the management, etc. Read all about it on our website.

Congratulations to Willems!
And, remember, let's continue to keep it safe. Are you in? Thanks for your dedication!



Visit us at the following exhibitions!

This autumn we will present our activities in the offshore wind and oil & gas market at the Offshore Energy exhibition in Amsterdam. Be sure to visit



our stand 1.114 on 8 and 9 October at the Rai in Amsterdam!

From 26 to 28 November you can also find us at WindEurope Offshore 2019, the world's largest offshore wind energy conference and exhibition. This year the event will take place in Copenhagen. We look forward to welcoming you at our stand C2-A18 at the Bella Center.

Would you like to make an appointment with someone from our sales team? Make sure to contact marketing@smulders.com.

Theme

Transition pieces Triton Knoll

End customer

Triton Knoll
Offshore Wind Farm
(TKOWF)

Client

Innogy Renewables UK Ltd
& Statkraft AS

An unusual solution for a special offshore wind farm

The offshore wind market, we know it well. For decades, we have been building technically complex projects in this segment under the motto 'to make our client's wishes reality'. We were very satisfied when Innogy Renewables and Statkraft gave us their trust to build the 90 transition pieces and more for the Triton Knoll Offshore Wind Farm (TKOWF). Drawing from experience, you'd say. True, but every project is different and TKOWF asked for an unusual solution. As a team of thinkers and doers, we took up the challenge with great enthusiasm.

"Working proactively with all parties, it pays off."



"Green energy for countless families, we're happy to do our bit."

TKOWF - Not just any wind farm

Some 32 km off the coast of Lincolnshire, England, an offshore wind farm with a potential capacity of 855 MW is being built. People are already talking about TKOWF as a revolutionary concept for the production of green energy, good for the supply of about 900,000 families.

The development of TKOWF is based on 90 wind turbines with a nominal capacity of 9.5 MW per turbine. The turbines will be connected via a network of interarray cables to two offshore substation platforms in the centre of the wind farm. The energy

from the offshore transformer substations will then be transported via undersea export cables that come ashore near Skegness, where they will be connected to the underground cables. These onshore power cables are then laid to a new onshore substation, which will be built especially to connect them to the high-voltage grid. Quite a lot of work, but most of all a daring feat in the field of offshore wind energy.



Figure 1 - Location

Design & Build – In search of balance

"We were responsible for the design and engineering of the secondary steel," says Jelle Timmers, our Project Manager for TKOWF. "We had to take into account several factors and my mission was and is to deliver the project within the required time frame and budget according to the quality and safety standards. The final phase is scheduled for early 2020."

Building a total of 90 transition pieces and 2 platforms, that's quite something. And it all starts in the drawing room. A piece of cake for Project Engineer Steven Geerinckx and Assistant Project Engineer Sarah Vandekerckhof. "We usually get drawings from the customer", says Sarah. "But for TKOWF, it was our turn to design. We have a lot of experience building transition pieces, but less with designing them. We have a catalogue to draw from, but we are always looking for a design that takes into

account the customer's wishes, the needs of the customer contractors, our own skills and the budget. We managed to find that balance. The fact that the electrical design took place in-house was also new for this project. We even put together a completely new team to finish this task."

Our in-house expertise is a big advantage, though, both in technical terms and in terms of project management. "At the start of a project, we usually brainstorm internally with anyone who has experience with transition pieces", Steven continues. "Project managers, engineers, production staff ... for TKOWF we asked everyone for feedback when about 10% of the design was ready. This has helped us to further optimise the design."

Out-of-the-box

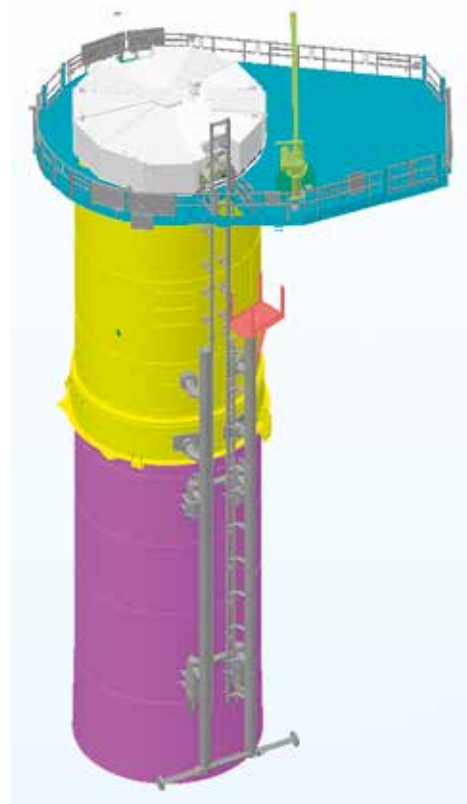
Specialties at TKOWF are the monopile substructure and loose boat landing with short grout skirt of 1.50 meters instead of 9 meters. The grout skirts are the lower cans on a transition piece, which are often a conical shape. These cans have a larger diameter than the monopile, so they are positioned over the monopile. To create a rigid connection between the monopile and the transition pieces, this area is usually filled with grout. For Triton Knoll, however, we opted to make this stiff connection by means of a bolted connection. It is anything but commonplace in the offshore industry, but it does create a larger interface. Due to the implementation of the short grout skirt, the height of the transition pieces was reduced to 12 meters, while the length is usually 20-28 meters. Out-of-the-box thinking was required here, both in terms of design and production of the lower part of the boat landing.

"Unique in every field, that's the best way to describe TKOWF."



And let's not forget the planning. Not at all easy to stick to it, though we're used to a lot of things. "We worked in accordance with the defined design freeze phases", Jelle adds. "Think of a freeze at 10%, where the orientation had to be clear and the limiting factors have to be final. At 30% layout, the openings for the cables etc., followed by the structural part at 60% and all design details at 90%. For us, a 100% design freeze equals production worthy, although the customer and subcontractors can always ask for adjustments."

"The AFC drawings (approved for construction) are the basis for the production of the transition pieces", says Steven. "That was no different now, but the timing was not ideal. The AFC was contractually agreed on October 2018, but we wanted to go into production earlier because we had a gap in our Spomasz production site in Poland. We solved this by first focusing on the internal platforms allowing the production of these to start. In the end we were allowed to supply the entire farm: not only the transition pieces, but also the foundations for the 2 substations and the substations themselves. A fascinating process."



Highlights TKOWF

- Start: October 2017 - End: February 2020
- 90 offshore wind turbines on monopile foundations
- 2 offshore substation platforms on monopile substructure
- Good for a capacity of approximately 855 MW
- Production of green energy for 900,000 households

Sustainable choices all the way

The biggest challenge in offshore: components have to last 25 years. Good materials are worth their weight in gold and choosing materials goes hand in hand with a sustainable design. The choice of coating system inside and outside the transition pieces as well as the actual material (coated steel, galvanized steel, stainless steel, aluminium, ...) during the design has an impact on the result. Just like thinking about tolerances to make everything fit together in the end, but also to prevent too much slack. In this respect everyone at TKOWF can rest assured.

By the way, every decision had to be recorded and documented in a list, in accordance with the English Construction, Design and Management (CDM) rules. "That was new to us," says Steven. "It was our first real design project and a lot of text had to be written, quite something for draughtsmen and engineers. But we've learned a lot in the process."

Supported by ERP

Excellent communication in the project team ensured that we made progress. It is also a matter of clear agreements between our design & engineering department in Arendonk, production site in Poland and assembly department in Hoboken, if only to make the transport between the sites as efficient as possible.



Steven Geerinckx (Project Engineer) – Sarah Vandekerckhof (Assistant Project Engineer)



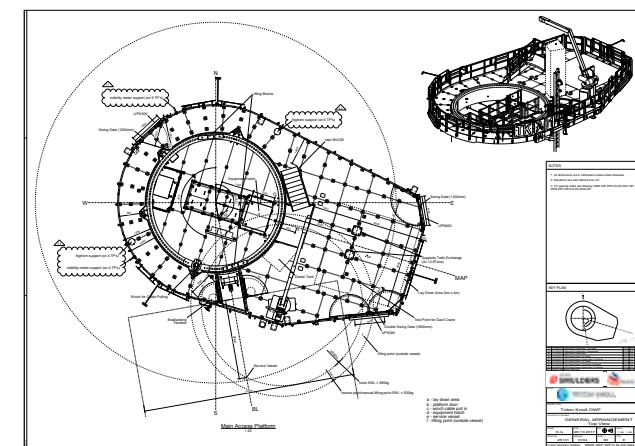
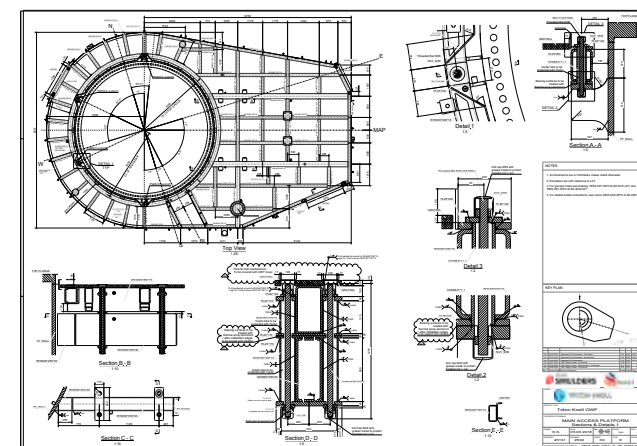
Jelle Timmers (Project Manager)

"Continuous feedback was very important," concludes Sarah. "For example, this was the first time we were supported by our ERP system for the purchase and distribution of the purchased parts. The parts we buy for assembly were previously only recorded in an Excel file. Today, those parts are entered into our ERP tool and the system helps us to distribute them. This means concretely that

our colleagues in Hoboken can draw lists per TP and supply boxes with the right pieces for assembly. Because 90 transition pieces are not identical. There is still room for improvement, but it's great that our IT department ensures that we can get better and better customised lists from the database. Our colleagues in electrical design also use it."

The transition pieces are gathered in Hoboken. After that everything goes to the Maasvlakte. About 20 items are already in this phase. From August 2019 we will make a quality sprint to the finish: an operational wind farm!

"Automation with ERP contributes to more efficient communication, especially in terms of finishing."





“Due to the implementation of a short grout skirt, the height of the transition pieces was reduced to 12 meters, while the length is usually 20-28 meters.”

Interview

Richard Hughes

WTG Foundations Project Manager Triton Knoll

The future belongs to green energy. Especially if innogy, one of the world's leading renewable energy companies has anything to say about it. innogy develops, builds and operates sustainable power plants based on wind energy, hydropower and solar. Decentralized, decarbonized and digitalized, according to Richard Hughes. He is the key figure in our collaboration for their latest partnership project, Triton Knoll Offshore Wind Farm, located 20 miles off the British coast. A warm conversation about a common goal: supply green electricity to a maximum of families. A mission that is also very dear to Smulders.

First of all, how would you describe Triton Knoll?

"It is a 'Round 2' offshore wind farm with a number of core elements, such as 90 offshore wind turbines on a monopile foundation and 2 offshore substation platforms. In addition, infield cables connecting the wind turbines to the offshore transformer station, offshore export cables and one onshore transformer station that is connected to the high-voltage grid. That's quite a lot and it meant working together with many different parties. Your work was certainly key to delivering this."

How did the collaboration with Smulders start?

"It started with a tender for the 90 foundations for our wind turbines, and 2 foundations for the offshore transformer modules, monopiles and transition pieces

(TPs) for all 92 structures. Smulders fully met our demands in terms of expertise and budget and therefore a contract was awarded to them, in a joint venture with Sif Netherlands. For Smulders' split of the scope, this was for the design and production of the wind turbine transition pieces and the production of the OSP transition pieces. We are pleased that the work is progressing well."

What are the main milestones?

"The first steps were taken in October 2017, at least in terms of design. The design continued into 2018, before starting production at Smulders in Poland in the autumn of the same year. In February 2019 the final assembly started in Hoboken. Recently there were 12 TPs ready for finalisation in the dry dock, very nice to see. The first 20 will be finished at the beginning

of the summer, and the rest starting in August. We want to commence installation offshore at the beginning of 2020, that's for sure. Project Manager Jelle Timmers closely monitored the planning and he continues to do so to this day. I am confident that we will be ready in time. Now let's hope the weather doesn't spoil the fun."

What challenges crossed your path?

"Working with different partners during design and production is not always easy. We put our requirements on the table, but everything must also be technically feasible, taking into account quality, budget, standards, sustainability, etc. That was a real exercise. Decisions we made during the design phase had to be adjusted for the sake of production and further requirements from our associated works contractors. Smulders handled this process well. This

enabled us to meet most of the challenges we have faced so far, although of course we are not there yet. Triton Knoll is not a standard project. It contains a split boat landing, perhaps the biggest challenge, but this was necessary to reduce overall costs in the monopile / TP interface."

What struck you most about our cooperation?

"We thoroughly appreciated the level of expertise that was brought to the project. Smulders demonstrated a clear idea of what a TP should look like and were able to adapt the design fully to the specific requirements of Triton Knoll. Your pragmatic approach to always seeking solutions and wanting to make quick progress was also an advantage. Smulders was also able to demonstrate capability in production and, although there have been a quality issue at the start of the project (which is not unusual in such a project), we are working through these

to find a suitable solution. But the same also applies to project management and communication in general. Up until now, we have managed to respond quickly and make adjustments where necessary, even though many meetings had to be organised for this purpose. With Smulders we were able to deal with a mature partner in the offshore wind market."

Is there any room left for optimisation?

"There always is, as I'm sure you will agree? Initially, everyone looks at their own business. Each subcontractor puts his own expertise on the table and that's how it should be. It's a matter of mixing and matching, because Triton Knoll has its own rules and standards. So many factors and risks have to be taken into account and the key is in being able to translate all of that into a workable design, ready for flawless production. If there was an issue, we were always given the opportunity to make

adjustments, and you were with us all the time."

In the future

"innogy has a pipeline of projects and in the first place we are looking for fabricators with design capability. Smulders is already involved in the tender process, and so there is clearly potential for us to work together on future projects. In any case it's a small world and the positive experiences with Triton Knoll and Smulders will not be forgotten lightly. Congratulations to the team on the work so far, we look forward to continuing the great progress through the next 12 months." ■

My job, my passion

Interview with Larry McLaughlin Fan of Smulders and Newcastle United

Does the name Newcastle Upon Tyne ring a bell? After today, it certainly will. Not only because it is the ideal location for a weekend trip – medieval city centre with an industrial core at the east coast of England, the Grainger Market, the Quayside with its famous bridges, the monument of Earl Grey, authentic factories now populated by creative companies, the enormous football stadium... but especially because we are proud of our local establishment: Smulders Projects UK. We give the floor to one of our English colleagues, Larry McLaughlin. Passionate about Smulders and football!

What exactly is your job, Larry?

"I am Process Engineer at Smulders Projects UK and I make sure the construction process runs smoothly. Transition pieces, jackets and substations no longer hold any secrets from me. From storage to supply and assembly at the right time and at the proper location, it's really my thing. I am the glue between engineering, logistics, project management and construction."

Since when are you on board?

"I work for Smulders since 2016, after the company I worked for previously was taken over. Since my education to be a production engineer, I have gained approximately 30 years of experience in the industry. I was born and raised in Newcastle on the banks of the River Tyne, near the sea. I have studied here and always worked within its region. I love living here and am very proud to be able to work for Smulders now."

What is it that makes Smulders Projects UK unique?

"Our branch works on a project basis on the production of foundations and substations for offshore wind parks and other major offshore structures. That on its own is quite a mouthful and we have an excellent reputation worldwide for doing so. The fact that I am allowed to contribute to all of this

as a Process Engineer, makes me a proud employee."

What is your perception of Smulders as an employer?

"We are given many opportunities here, so just grabbing them is the message. I came in with many years of experience when our branch became part of the Smulders family, but yet there was and still is a lot to learn. The philosophy and pleasant vibe I feel here and the ambition to stay in pole position when it comes to the offshore wind market, is all completely in line with my own vision and ambition. Even though the project team is not located in England, the overseas communication runs very smoothly. The colleagues in Belgium provide us with the support and means necessary to grow both professionally and personally. When I started working for Smulders, I trained at Smulders Projects in Hoboken for a few weeks. Our Belgian colleagues are always available and more than willing to share their knowledge."

What is it that makes your work unique?

"Every day is different. Leaning back comfortably behind my desk is impossible because of the coordination tasks I have and the deadlines I have to pay close attention to. That creates a certain level of stress,

"I am a fan
of Smulders
and of
Newcastle
United in
heart and soul
and always
will be."

but that pressure goes hand in hand with positive vibes. I just want to do my job the best I can and once the team and I see the progress and the result of a project... amazing. A few highlights are the jackets for the Beatrice Offshore Wind Park and the European Wind Deployment Centre (Aberdeen Bay). We are currently working on the Moray East Jackets (55 jackets) and Triton Knoll OTM TPs (2 OTM transition pieces)."

Your job clearly is your passion, but do you have another one?

"Absolutely, my job and my family are extremely important to me. And you may have guessed it: so is football. That has been a passion of mine since I was a little boy. I used to play myself for a long time but due to a knee injury, I now sit on the bench as a spectator. I obviously support Newcastle United. I go to the match every two weeks."

Your own football club in the city, that must be worth your while?

"Certainly, with its own football stadium in St. James' Park. Many people know the club as 'The Magpies' and the supporters as 'Geordies'. We play in a black/white striped shirt and in light blue during the away matches. Don't forget to look for us when



you watch English football any time soon."

How is the club currently doing?

"We play in the Premier League and the home matches are usually attended by approximately 52,000 fans. Football is a real boost for Newcastle. There have been seasons we didn't do so well but we are on the rise right now. You know our boys, right? Dubravka, Lascelles, Fernández, Shelvey, Almiron and many others... all of them top players. We won the match against Manchester City this spring; we were so very proud. We are also holding our own against Manchester United, Middlesbrough and Liverpool. I am a fan of Newcastle United in heart and soul and always will be."

Do you feel a connection between your job and your passion for football?

"Grabbing opportunities, striving for victory, doing the best you can... I can see those values both within my job and in football. You won't be winning all the time, but if you give it your all within your capabilities and within the things you can control, that's perfectly fine. Football players also have a plan they execute. They overcome obstacles, take on challenges and are genuinely proud if they make progress. I have a bit of that same feeling at Smulders: striving for the perfect delivery, within the timeframe and, above all, safe!" ■

Offshore Wind

Triton Knoll

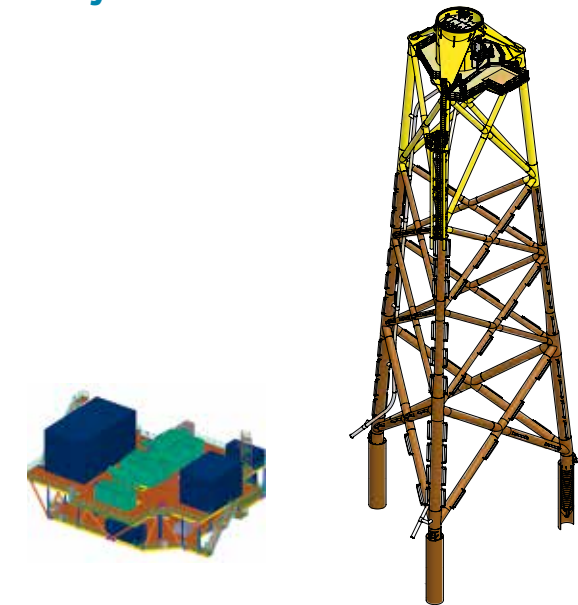


For the Triton Knoll Offshore Wind Farm Smulders will, besides the 90 transition pieces for the wind turbines, also build the two Offshore Transformer Modules and their 2 monopile foundations.

The contract for the construction of the two OTMs was awarded by Siemens Transmission & Distribution Ltd (STDL) to the Smulders - ENGIE Fabricom consortium. The consortium is responsible for the design, production, blasting and painting of the modules.

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| Realisation: 2019-2020 |
| Capacity of the offshore wind farm: 857 MW |
| Distance to the British coast: 20 miles from Lincolnshire |
| Production of green energy for +/- 900,000 households |

Moray East



At the end of 2018, Siemens awarded the contract for the construction of three offshore transformer modules (OTM) to Smulders. The OTMs will connect the 950 MW wind farm to the UK electricity grid. Siemens will supply the high voltage equipment. These containers will be mounted on the platforms built by Smulders.

Smulders will also build 55 jackets for the wind turbines. The jackets, each with a height of 85 metres and a weight of about 1,000 tonnes, are built in the Smulders and the Eiffage Métal facilities in the United Kingdom, France, Belgium and Poland. They will be assembled at Smulders Projects UK and transported from there and installed offshore by GeoSea.

| |
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| Realisation: 2019-2021 |
| Capacity of the offshore wind farm: 950 MW |
| Distance to the Scottish coast: 30 km from Aberdeenshire |
| Production of green energy for +/- 1,000,000 households |

Seamade



The consortium of Smulders, ENGIE Fabricom, Tractebel and DEME OFFSHORE has been awarded a contract for the construction and installation of 2 substations for the SeaMade offshore wind farms (Seastar & Mermaid) in the Belgian North Sea. Smulders will be responsible for the full engineering, procurement, construction and corrosion protection of the steel constructions for the topsides and their foundations, being transition pieces and monopiles.



On 12 December, we signed a contract for the manufacture of 58 transition pieces with internal cage. The project is carried out by a joint venture of Sif and Smulders on behalf of EPCI contractor DEME OFFSHORE. The TPs are built in Hoboken in the period April - October 2019.

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|---|
| Realisation: 2019-2020 |
| Capacity of the offshore wind farm: 487 MW |
| Distance to the Belgian coast: 40 km (Seastar) en 56 km (Mermaid) |
| Production of green energy for +/- 485,000 households |

Civil & Industry

Rozenburg Lock Bridge



Smulders is responsible for the construction of one of the two steel arched bridges as part of the construction of the Theemsweg route. Production is currently in full swing at our production facilities in Hoboken, Balen and Arendonk.

The bridge is part of the substructure for the Theemsweg route in Rotterdam. The Port of Rotterdam Authority chose the contractor consortium SaVe, consisting of construction companies BESIX, Mobilis, Dura Vermeer, Hollandia and Smulders. By diverting part of the port railway line, the increasing freight train traffic will no longer be hindered by shipping traffic, which will also improve the flow between the western port area and the hinterland.

| | |
|---------------|------------------------|
| Customer: | SaVe |
| End customer: | Havenbedrijf Rotterdam |
| Weight: | 4,500 tonnes |

Avelin Gavrelle



In JV with Eiffage Energie, Smulders is responsible for the production of 2 prototypes and 45 architectural high-voltage pylons for the renewal of the "Avelin Gavrelle" high-voltage line between Lille and Arras (northern France).

The 2 prototypes were delivered in May this year. The series production of the 45 masts will start this autumn and will run until 2021.

| | |
|-----------|---|
| Customer: | RTE (in JV with Eiffage Energie) |
| Weight: | 4,850 tonnes |
| Scope: | 45 high voltage pylons and 2 prototypes |

Noordkasteel Bridges



Smulders is the main contractor for the renovation of the Noordkasteel bridges located in the port of Antwerp. The realisation of the project takes place in two parts. The construction of the three bridge sections of the western route (2 fixed and 1 movable section) was started in September 2017. In June 2018 the production in Arendonk was completed and a month later work started in Hoboken. The western route is currently being completed and will be reopened to traffic this summer. The production of the two bridge sections of the eastern route started this spring. The end of the work is scheduled for March 2020.

| | |
|-----------|-----------------|
| Customer: | Port of Antwerp |
| Weight: | 480 tonnes |

Cycling through the trees



Since mid-June, you're able to cycle through the trees at cycling junction 272 in Hechtel-Eksel (Belgium). Commissioned by Tourism Limburg, Smulders built a unique bicycle bridge between the pines. The bridge is a floating spiral of about 700 meters long. By using weathering steel, the bicycle bridge detracts as little as possible from the surrounding nature in terms of appearance, construction and materials.

The bridge is open to the general public since 14 June.

| | |
|-----------|------------------|
| Customer: | Toerisme Limburg |
| Diameter: | 100 m |
| Length: | approx. 700 m |

Health, safety & environment

Safety culture under the microscope

Interview with Carla Wellens

The safety culture ladder as a guideline for our safety policy. That's what you read all about in the previous Passion. What you may not know is that we learned about this 'safety culture ladder' via TenneT - the Dutch network operator at sea. For their offshore wind farm off the Dutch coast, TenneT wants to test all subcontractors against specific safety standards. We made the commitment for our customers, but in the first place for ourselves. That's when B-Safe was born.

Boosting your own safety culture

The first preparations for the implementation date from the end of 2017 and the audit will take place in the summer of 2019. TenneT convinced many subcontractors who will be audited in the coming months. The following issues will be addressed:

- Leadership and commitment of the management
- Policy clarity and the effectiveness of our strategy
- Attention from the organisation for the safe behaviour of subcontractors
- Workplace inspections
- Deviations and communication about accidents
- (Behavioural) audits and use of safety knowledge from the sector

And it doesn't stop there, because we see the ladder as an added value to improve our own safety culture. A long-term process? The fact is that you have to put a plan on paper into practice and that all our people have to be involved, while also recording it and providing evidence. The safety culture ladder is designed to do just that. It provides insight into the safety awareness of

our organisation, whereby we can monitor and adjust our activities. Internally we called this program B-Safe.



Observation tour

Creating involvement, that's what it's about in the first place. Everyone's contribution is important. Maybe you have been visited already by colleagues on an observation tour. By observing each other and addressing (unsafe) behaviour, we can work together safer. This is aiming for a behavioural change, by asking questions and listening to everyone on the shop floor. Respectful, open and positive. Because asking one question to the right person at the right time can cause a constructive revolution, as has been shown in production. We increasingly use tablets (or smartphone apps) during the observation tours and reports can be sent to the safety manager immediately. The content is the same for all plants. It allows us to implement improvements at group level more easily.

"We look after each other."



This is where we are today:

- Number of tours to date (2019): 832
- Topics that were addressed most in terms of unsafe behaviour: showing new personnel / housekeeping around
- Topics with a positive score in talks with employees: correct use of PPE / customised toolboxes in function of the target group
- Actions for improvement: presence and surveillance at sites

100% sustainability, are you in?

Interview with Evy Hamblok and Tim Balcaen

A sustainable future, for our company and the world. Smulders is definitely in. Not with empty words, but with real big and small actions. High time to tell you about it, we thought. The best person to talk to about sustainable initiatives is Evy Hamblok, our sustainability ambassador.

Reducing your ecological footprint together

Sustainable entrepreneurship is not a matter of last-minute actions to prepare for an external audit. It has to be a continuous process to increase environmental awareness, a form of structural communication, of transparency and participation. That's the message Evy got from her predecessor Tim Balcaen, who still works within the QHSE department. Both of them breathe sustainability and during her studies Evy already took her first steps in environmental care.

"Since 2015 we have systematically been working on reducing our CO₂ emissions, that was a good starting point. But a sustainable philosophy is more than that. "Sustainability works only if it is integrated in the corporate policy, which is the case at Smulders. Now we want to come out with our plan of action and our achievements even more. We map everything out and support it with figures."

From corporate to sector level

And some sustainable steps have indeed been taken already! "In Belgium we are currently running on 100% green energy", Evy continues. "Last year our group invested €1,200,000 in LED lights for the production halls at the different plants and the spraying halls are now being isolated. We are installing water fountains to replace glass water bottles and our publications are printed on FSC label paper, which is paper of eco-friendly origin.

Our stomach is also fed with sustainable foods, because our fresh soup, which we buy in Arendonk, follows the short chain. A local supplier buys his products directly from local farmers. We also want to do this at our other plants. Just like the KBC bike lease programme, which is intended to stimulate commuting by bike."

The greatest threat to our planet is the belief that someone else will save it. (Robert Swan)



But there's more. You may have already heard of ICE (integrated cold electrode). An innovative welding technique we apply, good for 33% less energy consumption for the same welding volume. "Although we



can't do everything on our own", say Evy and Tim. "An example are our efforts in the field of eco-design: smart design, so less raw materials are needed for the same structure. Saving weight in the basic construction is the best win we can have. Because we are not always responsible for the design, however, we don't always have a say in this. We want to better assist our customers in this respect. Sector consultations and knowledge sharing with other companies are therefore necessary. This is exactly what our engineering and technology people will be doing."

Want to know more about our sustainable mission and achievements? Take a look at our sustainability report on www.smulders.com/en/sustainability!

A conversation with Cisse Mondelaers Project Engineer

You are young and you have dreams in life. Like working at Smulders and growing in all areas. It happened to Cisse Mondelaers when he signed for a job at Willems about three years ago. Under the motto ‘work, admire and laugh’, while also being a young lad, he feels perfectly at home in Balen. Or rather: being a young talent, because he has quite a lot to offer. Let’s get to know each other.

What exactly are your tasks?

“I’ve been a Project Engineer for six months, and before that I worked as a Draughtsman for three years. I am currently monitoring the progress of a project at engineering level (drawing office). This means concretely that I have to pass on the lists to order steel in time, ensure that the drawings are on time for work preparation, production and subcontractors, I attend meetings, and also act as a point of contact between customer, production and management. A very varied and challenging job, I think.”

How did you end up at Willems?

“During my studies ‘Bachelor in Construction’ I wrote a thesis on timber construction in Austria. Quite interesting and I wanted to learn more about special building projects. So I started working as a site manager for housing and apartment construction works, but I soon realised that was not really what I

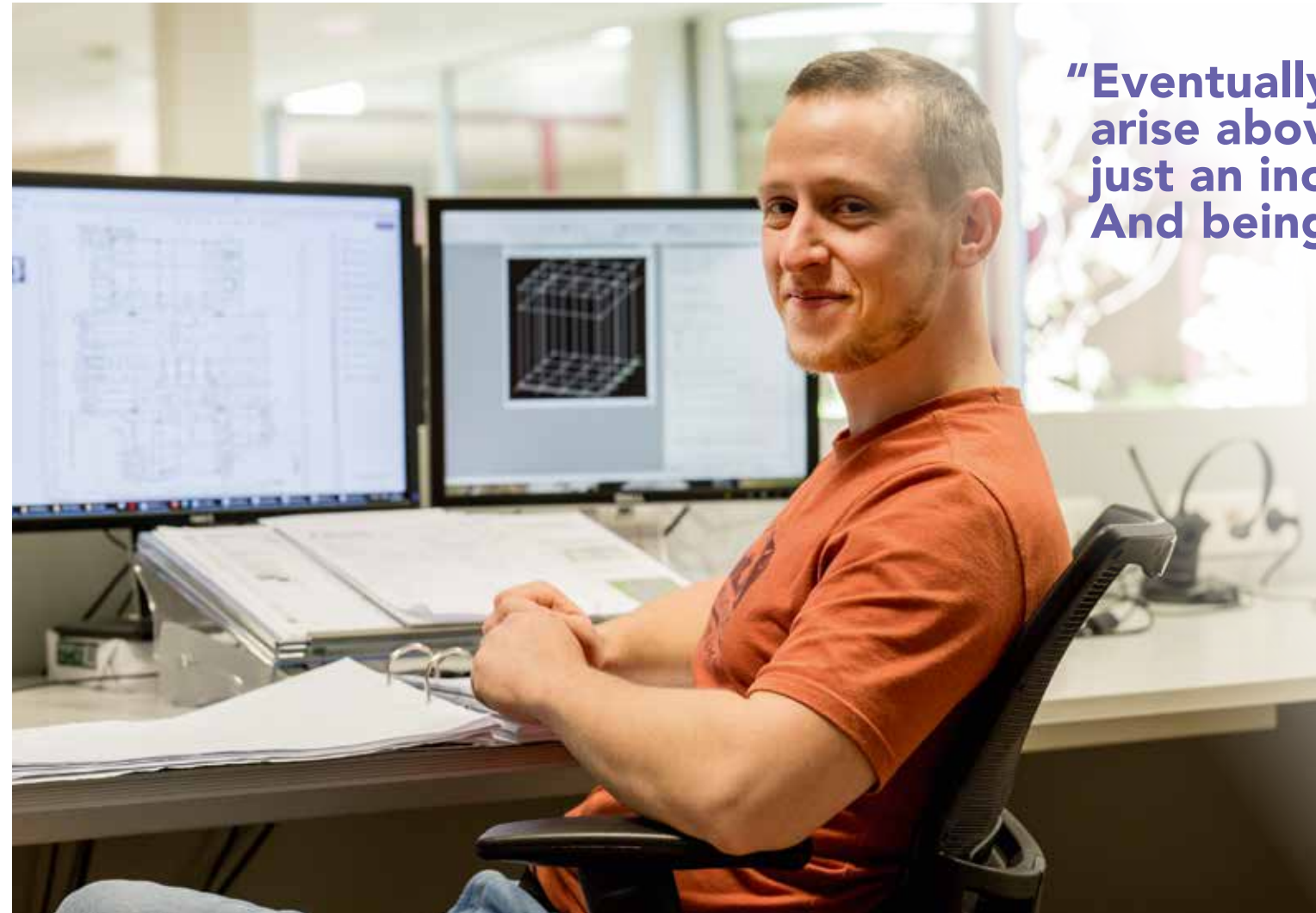
wanted. During my training we had already visited Smulders in Hoboken and it never quite left my mind. I didn’t want to work in the normal construction industry and that’s how I ended up at Willems. I remember Paul Peeters saying during my job interview: “Just remember, this company doesn’t make garden sheds. And that’s what won me over.”

What about your induction period?

“They let me start in the workshop itself, a bit like the steel that comes in and is processed. It was a very positive experience for me. You get to know more people in the company and you see the results of your drawings. Also later on at the yard, making the story complete. As a Draughtsman and then as a Project Engineer, I was always optimally assisted by my colleagues. They taught me a lot, and they will continue to do so for a while. We work as a close-knit team, also with colleagues who change for each project. Everyone has his or her own qualities and we complement each other.”

What is your mission and how does it fit in with the group philosophy?

“The further along we are in the construction process, the more expensive the overall picture becomes. It is important for everyone to keep a close eye on the budget. The engineering department is involved at a relatively early stage of the process and we try to avoid problems, or solve them early on.



“Eventually see the topside arise above the sea. That’s just an incredible feeling. And being part of all that!”

That helps. Feedback is key. If we don’t know what’s going wrong or what can be better, we won’t be able to make adjustments in the future. There is always room for improvement and growth, and that is what both the company and I are aiming to achieve.”

What do you like most about your work?

“I especially like the evolution of a project. On your screen, it all seems small, but in reality, it’s not. The fact that a plate is welded together with other pieces into a larger whole is impressive to me, to finally see the topside rise at sea. That’s just an incredible feeling. And being part of that! What I also enjoy is that in my current job I am more in the middle of a project and more self-confident in my approach. The hustle and bustle of the day can also give me positive

energy. The fact that it’s not a straightforward path makes it exciting.”

What do you see as your greatest talent?

“I’m the youngest in the drawing office. There’s still a long way to go. I’m a go-getter and I like to take on challenges. I also like to think about solutions that are not directly in line with my job, but which our work may also benefit from. That attitude is also appreciated. But like I said, I like to learn from and listen the tips of all colleagues and managers. I compensate for any work stress with kayak polo, which is a fairly intensive sport.”

And what about your further ambitions?

“About six months ago I switched to the position of Project Engineer and I am now

working on my first project. In the near future, I want to optimise my own working method first and then we will go from there. The size of the projects doesn’t scare me, so I wouldn’t mind handling bigger projects in the future (although this is not entirely in our hands). And on a private level, I hope to buy my own home soon. Since July 2018 I have been living with my girlfriend in Balen, about 3 km from work. We also decided to have only one car for the both of us, because I can perfectly cycle to work.”

Why should more young talent choose to work at Smulders?

“The list is long. Because of the impressive projects and the good cooperation between colleagues and departments. The offshore projects are intended for green energy and

I think that this sustainable vision is certainly a plus. The company encourages us to live in a more eco-friendly way. There are also career opportunities and other chances on your path. All you have to do is seize them at the right moment. It’s great to see the pieces we make up close. Also for welders in the workshop and for logistics during transport. Whatever position young people choose, we can all be proud of our work. Serious hard work is done here, but there is also time to admire the result and, above all, to laugh a lot.” ■



■ Always safe

Safety doesn't happen by accident

**"I encourage everyone
to work safely."**

David Cornelissen
Welder at Iemants

