

passion

December 2022

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Magazine of Smulders

Smulders

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Moving ahead constructively



We are building tomorrow. There is quite a lot in the pipeline and a lot has happened over the past months. It is valuable to take a moment to reflect on that, which is what we intend to do in this edition of our magazine. Life after Covid is indeed easier, but this is not the case for everyone. Although we can't do much, for our colleagues in Ukraine we wish that the war will be over soon.

The projects make us confident. They are running well, the order book is filled up nicely. Wind contracts for 2024 and 2025 are already being negotiated. The civil market also offers plenty of opportunity. Let's hope that our society and especially the government finds a well-balanced path towards reaching climate goals and protecting our prosperity.

Internally, we optimise our leadership skills. Specialised training courses give us interesting insights, while team spirit is strengthened during dynamic team building sessions. Furthermore, we remain vigilant in the area of safety – which we continue to work on and always strive to do better.

Foundations for the future

More positive news: this year we will also see the construction of 6 floaters or floating foundations in Fos-sur-Mer. This makes us among the 'first movers' in this type of constructions. An excellent foundation for the future. We maintain our objective of also playing a significant role in the 'converter station' market – for the transition from direct to alternating current.

The foundations were laid in Newcastle and we are now assembling the steel structure of the new production hall. From mid-2023, transition pieces (TPs) will be finished there just like in Hoboken. For this latter branch, we expect the approval of our investment plan in the near future. At the other sites, we are constructively investing in insulation, solar panels and other projects to further reduce our own CO₂ footprint. We are even hoping for permission to build a wind turbine on our premises.

Thank you for your confidence in us. Wishing you a prosperous 2023!

On behalf of the entire management,

Raf Iemants,
Managing Director Smulders

News

Working out together for charity



Get as many Smulders colleagues as possible to move and raise money for a good cause? That is what our new app is all about: Smulders Sports for Charity!

The Smulders Sports for Charity app (SSC) is a digital sponsorship tour connecting all Smulders branches. The 10,000-km route starts at Smulders Projects UK in Newcastle and then travels via SLPE, Smulders Projects, Iemants and Willems to the three Polish sites in Zary, Łęknica, Niemodlin and then to Angus' Bangalore office.

Smulders' colleagues complete the tour by playing sports. The more they work out, the faster they complete the course. The further they get, the bigger the sum Smulders will donate to charity!

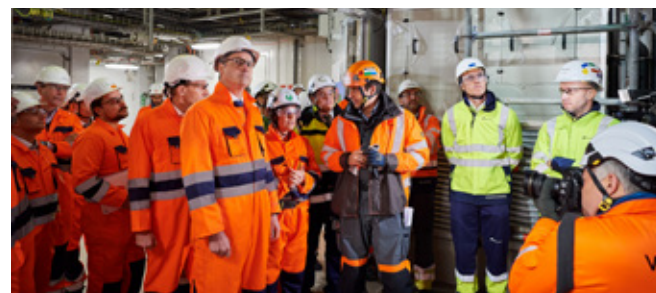
Follow us on social media and keep up to date with our sponsorship tour!



Prime Minister De Croo and Minister Van der Straeten visit Baltic Eagle offshore platform in Hoboken

On Monday 21 November, Elia Group welcomed Belgian Prime Minister De Croo and Belgian Energy Minister Tinne Van der Straeten to the Equans construction site in Hoboken for a visit to the Baltic Eagle offshore transmission platform. 50Hertz (the German subsidiary of Elia Group) and Iberdrola are jointly responsible for the platform. The platform is built in Hoboken (BE) by the Equans - Smulders joint venture and will be installed in the German Baltic Sea shortly.

This project demonstrates how several Belgian companies are involved in the construction and connection of international offshore wind projects. These projects contribute to tomorrow's energy challenges while helping achieve Europe's climate goals. Belgian(-based) companies are building the platform.



Theme

In pole position for OTMs



Consortium Siemens Energy & Smulders:

Moray West

- **Client:** Ocean Winds (Joint Venture ENGIE and EDPR), 5% Ignitis Group
- **Timeline:** 2022-2023
- **Scope:** 2 topsides
- **Steel:** 480 tonnes per topside, 1,300 tonnes including HV equipment

Inch Cape

- **Client:** Inch Cape Offshore Limited (Joint Venture ESB and Red Rock Power Limited)
- **Timeline:** 2023-2025
- **Scope:** 1 topside, jacket, electrical outfitting, transport, installation, offshore logistics
- **Steel:** 1,100 tonnes topside, 2,900 tonnes incl. HV equipment, 2,250 tonnes jacket, 1,100 tonnes piles

Today, all eyes are on our yard in Newcastle. We are building substations there for the first time, more specifically for Moray West and Inch Cape. A different construction site and approach. From subcontractor to partner, you can read all about it in this article.

OTM explained

OTM is a Siemens Energy brand, and stands for an unmanned substation with minimal necessities. It is significantly smaller and lighter than a conventional substation. For the 857 MW Triton Knoll Offshore Wind Farm, we produced OTMs for the first time, together with Equans. 3 more followed for the Moray East Offshore Wind Farm.

For the Moray West project, inter-array cables will transfer power from the wind turbines to the 2 OTMs. An export cable, operating at 220 kV from each OTM, will then be connected to the onshore substation that will provide further distribution to the national grid. And that is how green electricity of excellent quality will eventually reach consumers.



Moray West

December 2021 - NEWS | Moray West has selected Siemens Energy/Smulders consortium to supply 2 offshore substation platforms with proven OTM technology. The 882 MW offshore wind farm in Scotland's Moray Firth is essential for the energy transition and the drive towards zero carbon emissions. Commissioning is scheduled for 2024/25.

A scope of 2 topsides and a subcontract for electrical outfitting. This is the start of Moray West, in a consortium where Siemens Energy provides the high-voltage equipment. All interfaces, installation and sea cables are owned by the customer. An OTM project like any other, you might think.

Project Manager Marinus van de Lagemaat: "Since our work for Triton Knoll and Moray East, we have acquired a taste for OTMs. We liked working with Siemens Energy and wanted to build on this. What we said back then has now become a reality. An important part of the selection was the wish to involve local content, especially how as a consortium we could do the assembly and installation of the OTMs at our Smulders Projects UK yard. We met that

requirement, as we are now the proud owner of the Newcastle yard ourselves and we have invested in the necessary modification to be able to assemble substations there in future. And that is new!"

The parts for Moray West's topsides were prefabricated in Belgium in 2022 and then transported to Newcastle, where we are assembling the 2 topsides. In parallel, Siemens Energy is working on the high-voltage equipment for installation on the modules. Upon publication of this Passion, both topsides are ready for electrical outfitting, which is done by our subcontractor Equans. The works are on schedule, with load-out of both modules scheduled for the last quarter of 2023.



Inch Cape

June 2022 - NEWS | Inch Cape Offshore Limited has appointed Siemens Energy and Smulders for the supply and construction of its onshore and offshore substation package. The award of this all-in contract is an important step towards the UK target of providing 50 GW of offshore wind by 2030. Inch Cape will become the largest source of renewable energy in Scotland, with annual power generation equivalent to the electricity needs of over 1.7 million households.

Assembly work also continues for Inch Cape at our UK yard. The scope here is much broader: a topside, jacket, the electrical outfitting as well as transport, installation and offshore logistics. An atypical topside say, the size of 2 OTMs together with a double capacity of more than 1 GW. And you've read it correctly: the electric scope is our responsibility.

Marinus van de Lagemaat: "For Inch Cape, the consortium does almost everything for onshore and offshore, except the cable connection in between. Siemens Energy is in charge of the heart of the wind farm, the HV equipment that brings the generated power to land. And we create the basis on which that equipment will have a place. It's them and us, together in 1 contract. Our ambition was to become more self-sufficient in the substation market, which is why we are expanding our knowledge and workforce considerably."

A promising consortium

What is new at Inch Cape is that we can now take on the entire project together as two companies. Of course, this was preceded by another heavy tender phase, and our colleague Nika Van der Wildt was closely involved.

Tender Manager Nika Van der Wildt: "In previous projects we were subcontractors to Siemens Energy, at Inch Cape we work as equal partners with ditto division of scope so that it is doable in terms of risk. After previous good experiences, Siemens Energy had approached us for new tenders. The same approach to delivering projects successfully, our open and honest communication... these are some common drivers. The result is a solid partnership for new substations. Siemens Energy has a strong reputation for local content for renewable and transmission projects in the UK and Scotland. And thanks to our yard in Newcastle, we can help maximise that local production."

From subcontractor on Triton Knoll and Moray East to partner at Moray West and Inch Cape: it's all going well and gives us more freedom. The new approach involves some challenges, but as a learning and innovative organisation, that's exactly how we like it. It is the only way forward.

Nika Van der Wildt: "It required some searching and adjusting on both sides. Siemens Energy has its own templates and guidelines, for which we have great respect. But our role and style also had to be fully integrated to get the 'method statement' and 'execution plan' documents to the client as a consortium. On that front, we have grown towards each other, and joint templates are in the making. It is nice working together, Siemens Energy frees up enough resources during the tender phase and during consultation moments it feels like we are 1 team. Since our first joint projects, we now stand side by side much more independently, and Siemens Energy also knows that we know our business. On the technical side, as Tender Manager, I can rely tremendously on Engineering and Quality. The proximity of our Legal department is also supportive. From pre-qualification to tender invite and the BAFO (Best and Final Offer) phase... an intensive and long period, but teamwork pays off. More of that in the future, together with Siemens Energy. Our Project Manager Marinus van de Lagemaat made a good impression for Moray West and Inch Cape in terms of commitment in the transition phase to final implementation."

Siemens Energy & Smulders: the same approach to delivering projects successfully, our open and honest communication... these are some common drivers.

Our own UK yard

Tom Coosemans, Director Smulders Projects UK, on our Newcastle yard:

"The impact of our presence and expansion in the UK cannot be underestimated. Together with our strategic partners, we have long been striving to increase our position in a highly competitive international market. The purchase of the Newcastle yard last year fits within that ambition. No longer renting but owning it yourself paves the way for future investments, additional sustainable jobs and projects with local content. Pure added value for our customers and for us."

The first substation projects on our 'own yard' are Moray West and Inch Cape. It was quite something in terms of preparation, as several adjustments were and still are needed to equip the yard not only for the assembly of substations, but also for building Transition Pieces (TPs) next year. In the past, series production of jackets took place here. So plenty of things happening in the UK.

- Upgrades of existing halls
- New blasting and painting facility
- Demolition of old, temporary buildings
- Construction of C shop similar to the scope Hoboken for building TPs (+15,000 m²)
- Purchase of equipment (crane, SPMTs, 800-tonne rolling stock)
- We are also planning an additional 25,000 m² of storage, so a lot of work in the pipeline
- ...

"For the modifications to our yard, we can count on huge support from colleagues in Belgium. Hoboken is our guiding light. More than 2,200 foundations have already been built there. The Newcastle yard is not an exact copy. We are faced with a different climate, environment and logistical challenges. But the symbiosis between our teams is fantastic. Nice to see how we are 'allowed' to learn from each other and outgrow the teething problems. The start-up of Moray West was not easy. But everyone's commitment is so great, we share passion and pride. Other projects on our site also require expansion of our local team. We are working on that."





Plug & play

Meanwhile, the OTMs are taking shape, and our expertise is growing. Whereas a topside is usually made including walls and chambers for e.g. ventilation, fire extinguishers, interfaces, etc., an OTM is actually 'just' a simplified topside with many interfaces removed. This is an advantage because interfaces make projects more complex, in terms of timing and completeness. Siemens Energy removes them and integrates the equipment into a container while we work on the steel parts in parallel. At our yard in Newcastle, we put the parts together – plug and play, in other words.

Marinus van de Lagemaat: "The Moray West and Inch Cape projects are likely to coincide at the yard. We will start prefabricating the components for Inch Cape in April 2023, and then start the works in the UK in November 2023. And so we will continue until quarter 1 of 2025, including transport and logistics. Our ambition to also make a difference in the OTM world in the future has been firmly fuelled. OTMs are durable modules, hugely efficient in terms of weight and capacity. This along with sublime teamwork and the activity at our Malle office and our Newcastle site – a top yard in the making with the look and feel of an impressive industrial port – makes me proud to be part of this!"

Future with Siemens Energy

The fact is: our constructive cooperation with Siemens Energy tastes like more. "We are looking in the market to see which projects we can still tackle together and what would be the best set-up for that. We are definitely going to behave in a similar way in the implementation and only the cooperative role differs on paper. So we continue on the momentum of short lines of communication, regular consultations and mutual respect between the companies. Workshops are set up between the tender teams to communicate the cooperation more smoothly and clearly to clients, and we notice that we are increasingly aligned and understand each other better every time", Nika Van der Wildt concludes.

An office of our own

Team spirit, Marinus van de Lagemaat knows all about that too. "Rent a new office, that was one of the first tasks when we started with Moray West. This will allow the project team – initially together with Equans – to work together optimally, side by side. There was no room for this in Hoboken or Arendonk. And so we found our own place somewhere in the middle. The big advantages: shorter communication lines and 100% focus on the project. Ideal for guiding an OTM path towards success. After Moray West now comes Inch Cape, so our own project office will remain staffed for quite some time."

Of course, there is always the connection with our UK yard, where the substations are finally assembled and installed. On that, Marinus is clear: "The design to build substations there is different from conventional projects. We are now paying a piece of learning money with a return for the future. Among other things, we are developing a 'permit to work' system. We invest in long-term solutions to facilitate projects on site with excellent safety and quality, today and tomorrow as well."



My job, my passion

Interview Davy Torfs Assembler



When did everything start for you at Smulders?

"It must have been sometime in the 1990s, I was not yet 18. I worked first as a welder, then as a mechanic in the paint shop. And then a wind turbine project in eastern Germany crossed my path and I worked there for five years. It involved a lot of intense and challenging working at heights."

Why assembly today?

"For the sake of variety. Every project is different. We are at the beginning of a construction. We receive parts in bins and we assemble them into 1 big piece, from 5 to 40 tonnes and sometimes more. After our assembly, it's time for the blasting and painting. Our team consists of 3 members, 2 assemblers and 1 welder. Occasionally we do serial work, for example we are now working on the roof truss for our own production hall in England."

What makes you a good assembler?

"Sharp insight and logical thinking. You must be capable of craftsmanship, both with your hands and mind. Colleagues often come to see us to ask how to handle matters in the drawing phase. Our advice is taken into account and this benefits the construction of structures. It remains a dynamic job, even after so many years of service. I can say that by now there aren't many things I know nothing about. Even our boss knows that we, those guys from assembly, have the insight and need little guidance."

Freedom, your greatest asset?

"Yet one of the most important things to feel good in your workplace. That is more than okay at Smulders. Other companies adopt quite a different position when it comes to freedom. Job security is another of the great strengths of our organisation, as well as the opportunities that you come across. Taking a different direction is always possible. Come on, young people and new talents, we need you."

Who is Davy outside his job?

"I always like a challenge, that's why I'm a big fan of 'obstacle course racing (OCR)'. It's an outdoor obstacle course, although obstacles may also be set up indoors. I am an active supervisor at 'The field - Outdoor training centre' in Retie. That is a unique outdoor sports terrain where we organise races for team building, bootcamps and children's camps. There is also a Belgian OCR Championship and the 2022 edition for boys and girls aged between 7 and 15 took place (30 October) in The field."

Sounds like it takes gut?

"It requires a lot of stamina, that's true. It is a sport where you come up against yourself harder than any other. Running, swinging, climbing and crawling through the mud on an obstacle course tests your strength, speed, mobility and mental toughness. Anyone can learn it and, by the way, become a member of The field. Daredevils and sports enthusiasts who love the outdoors are most welcome. There are different training times."

What about your physical endurance?

"I am a fast and adventurous type. Sitting still is not for me. Personally, I train about 8-10 hours a week and regularly compete at home and abroad. Survival runs, obstacle runs, red dirt races... love it."

So you will continue to do obstacle course racing for a long time?

"No doubt about it. I can put my energy into it, just like at work. Always a challenge, always something new. To anyone who wants to give it a try: step out of your comfort zone. Comfort is the enemy of achievement."

Have a look at thefield.be. Some terminology knowledge might be useful...

- **Obstacle run:** Running event with various obstacles along the way, often ranging from 13 to 42 km.
- **Rig:** Not a climbing frame, though it looks something like one. A rig is the basic piece within OCR, frequently used to train for survival runs, obstacle runs and crossfit events. Often equipped with monkey bars, climbing walls, climbing ropes, rings and triangles.
- **Monkey bar:** An obstacle in the OCR, which you can swing from. Train your arms, back, shoulders and motor skills on this ladder.
- **Skull:** Handle shaped like a skull, let's go and swing from one to the other.
- **Red dirt race:** A race with 200 obstacles and 32 km! Topped off with a 150-metre monkey bar. Davy was there recently at Stanford - with success.
- **Davy's metal corner:** Yep, Davy is into metal and he built his own rig. To be seen (and tried) at The field.

Where there is challenge, there is Davy Torfs. At work, he can be found at lemants, where he works as an assembler, and in his spare time he does obstacle course racing. Never heard of it? Hold on, we'll tell you all about it.

Comfort is the enemy of achievement

Projects

This was 2022

2022 was a year with a lot of important milestones for both our offshore and civil projects, and they brought some very nice images! Let's have a look ...



01

Dogger Bank A



02

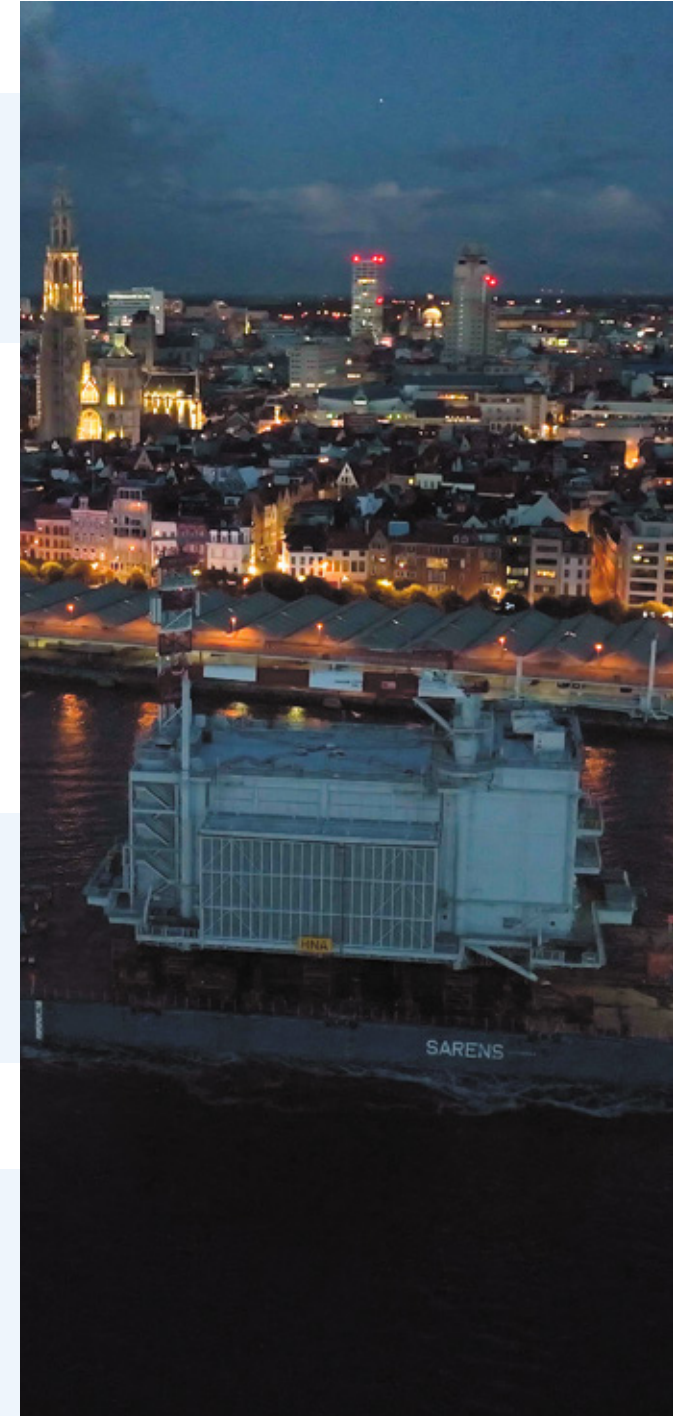
Provence Grand Large

The assembly of the 3 floating foundations for Provence Grand Large is taking place at Eiffage Métal's yard in Fos-sur-Mer, France.



03

Hollandse Kust (noord)



04

Hollandse Kust (west Alpha)

The topside is still under construction in Hoboken, but the jacket was already installed offshore in autumn 2022.

Projects



05

Saint-Brieuc

Our first substation for the French offshore wind market was installed last summer.



06

Baltic Eagle

The topside for the Baltic Eagle offshore substation is almost ready for offshore installation.



07

Darmstädter Kreuz



09

Rheinbrücke

10

Henneaulaan

08

Pont Ile Saint-Denis



New projects

Over the past year, we added a great many new projects to our order book!

For the **He Dreht** offshore wind farm, we will build 64 transition pieces in joint venture with Sif. Smulders, together with Haizea, will produce the more than 70 transition pieces for Poland's first offshore wind farm **Baltic Power**. On behalf of Ørsted, we will produce the secondary steel for the 23 TP-less foundations and 1 offshore substation foundation for **Gode Wind 3** and the 83 TP-less foundations for **Borkum Riffgrund 3**. We're also working on our first offshore wind projects for the US. For **Southfork** and **Ocean Wind** we're currently procuring secondary steel for MP-less foundations.

Smulders, together with Siemens Energy, will build the Offshore Transformer Module and jacket foundation for **Inch Cape**. In a joint venture with HSM Offshore Energy, and Iv-Offshore & Energy, Smulders will build the offshore substation for **Ostwind 3** and the 2 substations for **Gennaker** for German grid operator 50Hertz.



Production of the Dogger Bank transition pieces at our Hoboken yard.

Quality, Health, Safety & Environment

Getting smarter!

Team QHSE is building solid foundations for a sustainable and safe future both in front of and behind the scenes. This year some extra visibility was given to the Awareness Week and everyone was involved. Not just big crowded events, there was also time for reflection, working on one’s own knowledge and identifying opportunities and evolution in the field of QHSE. And we had good reasons for that.

Awareness Week

Let’s go back for a moment to the Awareness Week in November. By analogy with the previous edition, it was broad in scope, Carla says:



Booklet with an overview of all workshops and trainings that were organised during the Awareness Week.

Interview: Carla Wellens & Tim Balcaen

QHSE Director & QHSE Manager



During the Awareness Week, we organised several Awareness Moments about e.g. EcoTree.

“During the previous edition, we already took some initiatives to address some topics beyond safety. And now, we have widened the programme even more. Production managers from all sites were involved in the programme early on to reach even more people in various positions. When you see that sufficient know-how can be gained even in a short session ... that’s time spent smartly in several ways if you want to boost safety, other technical skills, communication and general wellbeing. The short morning films for employees and the training films for e.g. touch up & blasting, were liked and we are continuing to build on this.”

A common thread throughout the safety story is that of ‘awareness’ to ‘behaviour’. As in many companies, there is still work to be done in that area. One of the trends we have to reverse is that of hand and feet injuries, for example. We try to find out why it goes wrong, following the layout you see on the graph. Specifically, we will engage even more with those involved and test the background of their behaviour.

Sustainable feelers on alert

Tim Balcaen: “2022 was also the year of reflection and ‘gaining knowledge’ externally to give our long-term CO₂ action plan sufficient body. Verifying our own numbers and footprint has taught us a lot. To achieve this, we have talked to various customers and suppliers and we aim to be at the forefront of our industry. ”

A few actions:

- With our suppliers we discussed making products and materials, such as paint, more sustainable.
- With our customers, we have raised the importance of sustainable design, so we can be involved earlier in the design process.
- We ran workshops on sustainability within our organisation to keep everyone awake.
- We sparred with our parent company and we led by example.
- We attended several conferences, where we experienced how other industries such as construction and automotive tackle sustainability.

Our constantly growing expertise also comes in handy to make our mark within the Offshore Wind Foundations Alliance. Efforts are certainly not going

unnoticed. For instance, we have been asked to sit on panels or help set agendas for new conferences, but our own action plan – more on this later – has absolute priority.

A nice crowning achievement is the VOKA Sustainable Business Award, which we achieved in 2022.

In fact, sustainability is included in our recently updated mission, vision and strategy. Just a reminder that we are all partly responsible. Indeed, so are you!

“A nice crowning achievement is the VOKA Sustainable Business Award, which we achieved in 2022.”



The workshop regarding sustainability has already been organised internally and externally.

Young talent

Interview with Kenny, Dries and Matthew

QC Inspectors

Growing in a niche: coating inspection

General dexterity, an eye for detail, the ability to work in a planned and consistent manner – these are some of the ‘must haves’ in the world of coating inspection. Kenny Meuris, Dries Verhoeven and Matthew Abittan each have their skills in these areas. They have been our internal Quality Control Inspectors (QC) for a year now.

How did they roll into this job? Through specialised training as a QC Surface Treatment Inspector. A course we offer internally at Smulders. A mix of theory and practice by in-house, certified experts complemented by know-how from external professionals.

“Becoming specialists in our niche and guaranteeing the best quality - that’s what we do it for.”



Matthew Abittan (left) and Dries Verhoeven (right) work at our facility in Balen.



Kenny Meuris carries out the inspections at our yards.

Passion & potential

Kenny: “I started the training immediately after my application and from day 1 I was sure... this is my dream job. Not ordinary, but special. We do quality control on treated pieces through measurement, analysis and reporting and that starts with surface treatment. In my case, that currently means working at 40-50 m height to check offshore structures before they go out to sea. It is a challenge that gives me a lot of energy. I work far from home, but I have the right people around me to be able to do this.”

Matthew brought previous quality control experience into Smulders in 2021, and Dries first explored the commercial engineering and estimation side of the company in Arendonk. Knowledge that will certainly come in handy today. While Kenny is living it up at Eiffage Métal’s yard in Fos-sur-Mer for the Provence Grand Large (PGL) project, Dries and Matthew are responsible for coating inspection on the series production for Dogger Bank in Balen.

Dries: “In Balen inspections are mainly visual - layer thickness measurements after paint jobs - and we don’t necessarily work on heights as the pieces are prepared on the ground. We are now building offshore platforms and, in between, bridge structures for Leverkusen. As a QC Inspector, you have a say when it comes to your workplace. If you want to go abroad, you can. Diversity and opportunities all around.”

Quality first

You can join in many different ways, but an internal pathway is necessary to master all skills and also to gain the corresponding certifications.

Matthew: “The first two months were all about theory, followed by practice and taking measurements yourself under a watchful eye. Kenny, Dries and I were initiated into Corrodere’s ‘Train the painter’ programme together. We are now ‘NACE

Coating Inspector Level 1’, Dries is even one level higher as he has several years of experience within the company. In any case: we will go for it together and as soon as possible we will join another round of certification. This is how we acquire more rights as QC Inspectors each time. You can absolutely say that it is an ongoing learning process. Becoming specialists in our niche and guaranteeing the best quality - that’s what we do it for.”

A great deal of self-confidence

Dries: “What I really like is the confidence that is put in us. It really empowers us. The more we practise, the better we become at our job. Restrictions on paint and constructions are strict. Approving and disapproving is not easy. There may sometimes be a discussion with the contractor when something has not been done properly. In that case, we tell them how to do it better, taking into account current quality standards. A great deal of self-confidence is nice, decisiveness a great asset. We talk to the customer’s quality controller and we make sure the administration of quality checks is done correctly.

Decisiveness also applies to Kenny and Matthew. “Knowing what you are talking about and working safely is what it comes down to. It is great to be immersed in quality systems, surface treatment techniques and the sophisticated tools a QC Inspector works with. And the excellent guidance from colleagues is a great boost.”

Getting our hands dirty

One thing’s for sure: our in-house QC knowledge is gradually reaching top level, which is a valuable addition to the expertise of loyal external partners within this segment. The structures we build are not getting smaller either, and our QC Inspectors are evolving with them.

Whether this is the ultimate job for people who like to combine thinking and doing in a production environment? “For us, at least, it is. For other young talent that doesn’t like to sit still, I’m sure, too. You have to be a daredevil and want to get your hands dirty every now and then. Last but not least, humour and patience are the magical mix. Just to say, a QC Inspector has a lot of professional seriousness, but is also fun”, according to these three gentlemen.

