When it counts, count on us.
What are the most important things in life? The things that count. From our families to our friends and co-workers and from the big projects we handle to our working tools and a daily cup of coffee, there are so many things we rely on to give our best every day. And that’s exactly what KAEFER people do in so many different areas and fields.

WHAT COUNTS FOR YOU AND FOR US?

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KAEFER’s digital roadmap

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Partnership with Neste in Finland

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counting on one another.

Empowering our people to succeed.

If there was one thing that we would single out that makes KÆFER unique and special, it’s the people. We’re fortunate to have fantastic individuals in the business as employees, partners, friends and shareholders. It may sound like a bit of a cliché, but our people really are our greatest asset.

Even though our services are predominantly technical, KÆFER is a people company. We can’t work without each other’s support, help and encouragement and when we talk about continuous improvement we see it very much from a human point of view. We want to be a community of skilled and capable people, who are proud to be ambassadors for our company.

To achieve the levels of reliability and efficiency that we have become known for and to be ‘best in class’ we must use the vast pool of skill and dedication at our fingertips. By leveraging the craftsmanship, ingenuity and hard work that gives us great pride in what we do every day, we can focus on what we’re good at and try to do it even better. That is one of the reasons why we aim to use mainly our own workforce of 28,000 to execute our work.

No matter what we do and how we do it, we need the right tools for the job – regardless of whether they are physical or digital. From saving half an hour of paperwork every day on a construction site and getting things done in a LEAN way to caring that every employee gets home safely every day, it’s our responsibility to give our employees what they need to succeed. Because we’re counting on our employees for our success.

In the same way you as an employee or stakeholder in KÆFER count on us for yours. For our clients, working with KÆFER means they shouldn’t have to think about the job they’ve awarded us anymore – they know they can count on us to get it right.

KÆFER is a unique company and we are proud to be its Co-CEOs. We look at all the things we have achieved as a group with great pride and see this success as an indication of our future strength and potential to improve. In our joint role as CEOs, we also strive for continuous improvement and count on one another’s individual skills and strengths, which come together in a sum that is greater than its parts – just like the company and community we work for. So whenever and wherever it counts, you can count on us.
WHAT YOU COUNT ON.

Our people are extraordinary. Every single one of our 28,000 employees empowers KAEFER.

The following short stories will tell you what counts for our employees – from the challenges of working around the globe or a spirited run after work to the strength they draw from their colleagues.
Thomas Oldsen is a talented young man. He completed his three-year apprenticeship to become an industrial insulator in only two years. And by showing strong will and determination, he received top marks as well. What drew him to his chosen career was not just the joy he experiences when working with various materials and thinking creatively but also that, in his view, insulation makes a positive contribution to saving our environment.

It’s not all about him – Thomas is a community man as well. He liked the unique sense of belonging he enjoyed while living with other apprentices in KAEFER apartments in Bremen. And he also gave back to the wider community. He did an internship in South Africa that was co-organised by KAEFER. Part of the challenge was renovating an old building to house a kindergarten, which was a project where Thomas’ practical skills and technical abilities were valued. Another challenge was making up for the time away from work when he returned, which he successfully managed as well.

Thanks to his engagement, commitment to his job and outlook on the future, Thomas is the kind of young man we can count on to take KAEFER into its next century successfully. And his athleticism, that he uses to balance his passion for good food and dedication to the job, will give him the stamina for it as well.

“Two things: great food and then a good run to burn off all the tasty calories.”

Thomas Oldsen
Industrial Insulator
KAEFER Industrie, Germany
“Life is a journey. But choosing the right path is down to counting on the right people.”

Thais Barreta Coradini
HR Manager
RIP Serviços Industriais, Brazil

Thais Barreta Coradini’s life is all over the place. In her case, however, that’s not a bad thing. She started working at RIP in Brazil as an intern in the human resources department in 2006, steadily and determinedly working her way up the career ladder. What she then decided to do was a big step: she went to KAEFER’s headquarters in Bremen, where she worked in the corporate human-resources department. “Initially, the biggest issue for me was language,” she says. “Sometimes I spoke English and people understood me. And other times all I got was polite, yet confused, nods.” Yet she rose to the challenge and, during her time in Germany, Thais became indispensable and gained a lot of responsibility, organising and coordinating the Junior Leadership Programme for several years and even taking part herself. This is where she learned about the power of networking and the lessons stayed with her.

The global reach and wide range of specialisations makes KAEFER a great company to meet and work with diverse and interesting people. Especially when taking advantage of the opportunity to work in a KAEFER office abroad. And in many cases, these are the colleagues and friends to count on to make any journey through life and a career special.

Thais has experienced this first-hand and is grateful for the twists and turns her life has taken. Now she’s back at RIP in Brazil and reunited with her family and friends, but she’s never that far away from her new family on the other side of the world. Especially thanks to the regular shipments of chocolate that come from her friends and colleagues back in Germany.
“They’re not just work colleagues. They’re my mates. I can count on them as much as my family.”

Sue Smith
Manager, KAEFER Integrated Services
Victoria, Australia

We spend just as much time with our co-workers as we do with our families. For some people, such as Sue Smith, her colleagues have even become an extended family of ‘mates’, who are “always looking out for each other and caring for one another,” she says. Sue feels like she can tackle just about any challenge at work with the help and support of her mates, regardless of whether it comes to her Project Management Qualification at KAEFER or travelling to Asia for work, experiencing and dealing with how different places and cultures do business. Sue takes pride in what she’s learned and, especially, what she achieves on a daily basis. “What motivates me is to look back and say, ’I achieved that’. This gives me a great sense of accomplishment.”

One of the best things about that is sharing success. And counting on a family of mates to celebrate that success together.
“A strong cup of coffee to get me out the door in the morning. And the smiles of my family when I come back that evening.”

Sam Baggaley
L3 Rope Access Supervisor
KAEFER, United Kingdom

From mountaineers, cavers and base jumpers to military experts, Sam Baggaley has encountered some interesting characters as a Rope Access Level 3 Supervisor. Dealing with this variety of individuals combined with the high-pressure, high-risk work sometimes means that his morning coffee has to be extra strong. He says that the trick is “having a head for heights and an open mind”. Both are aspects of his personality that he loves to combine, since his background is in rock climbing and working in the trade. He also relishes in the diversity of his job. “We could be crawling through a tiny roof space that has never seen the light of day or performing an inspection on a column that’s 90 metres high,” he says.

His unique team of motivated colleagues adds to the satisfaction he gets from the job and he knows that he can count on them to be fit and agile enough to get the job done.

As much as Sam counts on his colleagues on a daily basis, it’s the support and love of his family that he relies on the most. Working long hours to get complex jobs completed can be tough, but for Sam, those smiles when he walks in the door after a hard day’s work make it all worthwhile.
HOW CAN YOU COUNT ON US?

Our people are our greatest asset. So they must be able to count on KAEFER as a company just as much as our clients, partners and suppliers do. There are many ways this can be achieved, like by fostering a culture of safety or giving employees the opportunities to develop themselves and their careers. These stories will show you how KAEFER provides for its people.
Adding up to zero – a safety culture to count on.

Fostering health, safety and well-being at KAEFER.

Accidents can happen. Yet how many accidents should be considered acceptable every year in a large company with oftentimes dangerous work in engineering and construction? Ten? Five? For KAEFER, the answer is clearly zero. This concept was demonstrated in a simple, yet brutally effective safety video in Brazil. The concept was to make it clear that behind every accident is a person, with a family, friends and colleagues who care about them. Employees were then asked whether any number other than zero is acceptable if an accident were to affect them or the people they knew. The answer was no.

This film clearly shows that for KAEFER, accidents aren’t numbers, but people. And the only acceptable number of accidents is none. In order to achieve this, it’s necessary to create and foster a safety culture within the organisation. “Everyone is ultimately responsible for their own safety,” says Thomas Eickhoff, Head of Corporate HSE. “However, as leaders, we also have a responsibility for the people we work with. We must practice several key behaviours, which include taking time for safety, promoting and listening to good ideas, being a role model and regularly speaking about safety,” he says. This concept of awareness goes a long way and it also considers more than just staying physically safe on the construction site. “Mental health is just as important as physical health,” says Thomas. “We take a more holistic approach to the well-being of all of our people and even our processes. It breaks down to one central idea, only if you’re aware of it, you can take care of it. This applies across the board to HSE, LEAN and process security.”

Co-CEO Dr Roland Gärber agrees and outlines the benefits that come in addition to personal well-being: “A client can legitimately see the way a company treats the safety of their people as an indication of how they will handle their project, their plant or their construction site,” he says.

In this sense, everyone’s health, safety and well-being is an integral part of the work done every day. For example, in Australia, KAEFER has introduced a safety campaign that focuses on the decisions we make at the workplace and their implications. It encourages people to “STOP!” and regularly assess the choices they have made. The idea is to ask, “have I made the right choice in selecting the tool I’m using, the PPE I’ve put on and the hazards I’ve identified?” Promoting this kind of thinking helps to ingrain safety thinking in all employees and that contributes to a global safety culture.

When it comes down to actual accident and safety figures, KAEFER is doing well. However, that’s no reason to stop and relax. “An effective safety culture involves doing things well not because you have to, but because you’re personally convinced that it’s the right thing to do,” Thomas says. “Creating a working team of HSE representatives from around the world out of a previously decentralised organisational structure has helped achieve this. We can share both positive and negative experiences and it makes me very proud that people can speak with one another freely. The colleagues I work with regularly ask questions and engage in constructive dialogue. That kind of collegiality is great and I’m grateful for it.”

When it comes down to it, all of these efforts are geared towards trying to ensure that every single employee comes home safely every day – with zero accidents. A great safety track record isn’t idealistic, but rather, as Roland says, “a prerequisite for being able to work at all.”

HOW CAN YOU COUNT ON US?

At RIP, the KAEFER entity in Brazil, almost everyone knows Max. He’s our self-loving safety mascot who works tirelessly to get our people to look after themselves and others. Max is seriously busy too, travelling up and down the country to help create and foster a safety culture at RIP by attending the intensive 15-20 day-long safety training sessions at different sites. Nearly two thirds of the 8,000 people at the company have already met Max and he always receives a warm welcome wherever he goes. From raising awareness of complying with traffic rules and travelling safely to the importance of always wearing protective gear, Max’s mission is to minimise accidents and help ensure everyone comes home safely every day.

KAEFER Group figures 2018

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Taking safety to the Max.

TRAINING SESSION with Max in Brazil

With K-WERT 37
Taking safety to the Max.

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K-WERT 37 THE KÄFER MAGAZINE
Henryk Karwowski did not, and he’s alive to tell the story. Safety is something to take very seriously. Nevertheless, sometimes it’s neglected. Henryk Karwowski did not, and he’s alive to tell the story.

The biggest impact hits close to home.

Safety is something to take very seriously. Nevertheless, sometimes it’s neglected. Henryk Karwowski did not, and he’s alive to tell the story.

“\textit{A true story, told honestly by a work colleague, speaks more than any information campaign.}”

WOJcieCH MICHaleC  HSEQ Manager at KAEFER in Poland

Henryk Karwowski is one of us. He’s a typical KAEFER employee, who worked at the PKN Orlen Heat and Power Plant in Płock, Poland. That’s what made the story of what happened to him even more powerful. When finishing work on a boiler, a steam pipeline safety valve suddenly burst. In seconds, Henryk was enveloped in a cloud of heat and steam that was over 500 degrees centigrade. This was a nightmare scenario and it could have easily been the end. Except it wasn’t.

He was wearing his safety glasses and trusted helmet and he managed to wrap himself in his protective jacket to escape the worst of the searing heat. But only just. Henryk suffered severe second- and third-degree burns on much of his skin and had to endure a month-long, painful recovery in hospital. Nevertheless, he counts himself as lucky to have survived at all. And thanks to the health and safety rules in place to protect employees from exactly these kinds of accidents, Henryk has lived to tell the story.

Which is exactly what he has done with a staggering effect in a short video created by KAEFER in Poland. The idea came from Wojciech Michalec, HSEQ Manager, who wanted to share a true story with KAEFER employees, rather than the standard safety reminders. It was first shown during the local KAEFER Safety Week and has gone on to become a staple, shown to staff at their morning check-in.

The silence in the room when the video had finished was deafening. This man was one of us, a friend, a buddy, someone that we would go for a drink with after work. And somebody whose life was saved by sticking to safety regulations and wearing protective clothing.

The shock and awe turned to gratitude, that the injuries Henryk sustained were not worse. But the image of his completely molten helmet stuck in the minds of the viewers for a long time to come.

The most powerful stories come from the heart and are told by real people. That was certainly the case with Henryk.
And, in fact, the video of his story has gone viral in the KAEFER world, having been even shown at a trade fair in Australia and used in safety briefings elsewhere around the globe.

The moral of the story is, that when it comes to safety, you need to count on yourself as much as others to ensure you will make it home at the end of the day. So always wear your personal protective equipment. Just like Henryk did.

WATCH AT: youtube.com/watch?v=sj2YhDvKrp8


Literally thinking laterally.

Solving the problems and challenges of the future with forward-thinking creativity – meet the Querdenker.

Think tanks break down barriers. For a special group of KAEFER Industrie employees in Germany, there are no barriers at all. They call themselves the Querdenker, which means ‘lateral thinkers’ in German and their job is to imagine there is nothing in their way.

They work in various specialist areas, from sales and project management to construction and manufacturing. They’re mostly between 20 and 30 years old and many have been at KAEFER for over a decade. They have KAEFER’s best interests at heart, which is important when discussing what would theoretically be possible if they pursued a ‘just do it’ strategy.

So, what exactly is possible then? Oliver Geschke, Managing Director of KAEFER Industrie, is initially coy: “We don’t want to spoil the fun and tell you everything,” he remarks. “What I can say is that the Querdenker need to not just be creative, but also surprising, curious and individual. The positive value these groups provide in terms of economic innovation and institutional change is often underestimated. We want to empower and encourage young talent to think laterally, as it’s not something we can do on a daily basis.”

From mixed-reality headsets for industrial measurement and rotary drums for insulation to digitisation of construction site inspections, there is a Querdenker idea for every area KAEFER works in. The concept is to foster lateral thinking with the Querdenker serving as an example to encourage the whole company to be creative and make the most of their talent. There are many people at KAEFER with a great deal of experience in their fields, who also have ideas about how to do things differently. And we never know where the next big idea will come from.
READY FOR EVERY CHALLENGE
READY FOR EVERY CHALLENGE

The KAEFER WANNER team can count on each other.
The world is your oyster.

If you put in the effort and rise to the challenge at KAEFER, you can go far and take advantage of a world of opportunities.

KAEFER will give you the world. By that we don’t simply mean the possibility to work in diverse, international or exotic locations. We also offer our staff a whole world of opportunity to develop themselves both as a professional and as a person.

But it’s not easy. Working at KAEFER can be challenging, as much of the things we do are very hands-on. “We’re always outside,” says Co-CEO Steen Hansen. “Most of the services we provide are performed outdoors and at our clients’ premises. That means we need to optimise processes, especially when we’re working on large-scale projects.” This pragmatic way of working also leads to a high degree of independence and autonomy, as it’s important to be able to proactively take decisions as well as react to circumstances on the ground. Many of KAEFER’s sites and facilities are far away from major cities and hubs, like on oil platform in the middle of the sea or a facility deep in the desert. Operating in these kinds of environments requires a team of people that can get the job done without calling back to headquarters constantly.

“You also have to be a people person,” adds Co-CEO Dr Roland Gärber. “You’ve got to like meeting with and talking to clients and other colleagues, from insulationists on site to foremen and managers. A lot of the work is teamwork, which also requires a sense of empathy and an understanding of what makes people tick.”

The rewards for all the hard graft are certainly something you can count on. “If you work in a bank for two years, you might get an intern to handle. Whereas two years at KAEFER can lead to a construction site where you’re responsible for 50 people.” That’s in addition to the possibility to work in 30 locations around the globe and a truly international, cosmopolitan workforce.

What makes a KAEFER person? Roland is unequivocal: “You can tell from the handshake,” he says. “People who’ve paved their way and learned the ropes at KAEFER have an unspoken confidence and a wisdom beyond their years.”

As KAEFER operates worldwide, demands for people vary from region to region, as do local industries and projects. But what unites them all is that they are part of a company of independent people, who go above and beyond to get the job done. Or, as Roland puts it: “It’s great that I can count on a company that’s full of doers – people that will go the extra mile for the sake of the project and to achieve success. It’s that independence that I really appreciate and count on every single day.”

“’It’s great that I can count on a company that’s full of doers.’”

DR ROLAND GÄRBER Co-CEO at KAEFER
Turn the drought around.

We can try as hard as we can, but we can’t make it rain. What we can do is count on our people to come up with creative solutions to the most challenging problems.

Around two thirds of Pahang State in Malaysia is covered in dense jungle. It’s hot, humid and it rains a lot. Normally, that is. But by the end of May 2019, it hadn’t rained for months. This highly unusual situation presented challenges not just for the local environment and people, but for the KAEFER team working on removing and re-fixing over 10,000 m² of insulation at the BASF Aroma Plant in Gebeng. On top of that, it was Ramadan, the Muslim holy month where a substantial proportion of the workforce fasts during daylight hours. Needless to say, when the local government declared a state of severe drought, the situation went from challenge to potential crisis.

“20,000 families lived in the area. That is in addition to the hundreds of employees we had living close to the site. For nearly a week, none of them had access to water,” Afzal Khan, Managing Director of KAEFER in Malaysia recounts. “As you can imagine, it got challenging. People were coming to work without having washed for over three days – if they even made it to work at all. And they were thirsty, too.”

Two highly committed KAEFER employees, Operations Manager Jeeva and Site Manager Salim, put their heads together and tried to find a solution. They searched the country far and wide, before finding water tankers in another province, over 150 km away. Getting them to Gebeng wouldn’t be easy, however, since the whole state of Pahang was desperately in need of water. This meant that there were risks of theft along the way. Nevertheless, in the face of great adversity, they managed to coordinate the transport so that it arrived safely. And to top it all off, there was enough water to share with the families who lived close by.

“Our staff had no experience with this kind of situation. But they were completely committed to upholding KAEFER’s reputation and made the impossible possible. That’s the kind of people you can really count on,” adds Afzal.

Once the water situation had been taken care of, the KAEFER team worked tirelessly, in some cases in shifts covering 24 hours a day, to complete the 1,500 m² of explosion-proof insulation that was a priority for BASF. And the remaining work was also completed to the client’s full satisfaction, right on time.

As the old saying goes, when it rains, it pours. In this case, the opposite was true. But that didn’t stop a dedicated team of KAEFER employees who went above and beyond to ensure that their colleagues and their client could count on them.
It’s not often that we encounter a complete win-win situation. In many areas, there’s always some form of inevitable compromise or imbalance. However, when it comes to KAEFER’s pursuit of LEAN, it is genuinely the best of both worlds for our clients, the company, and our employees.

LEAN is a methodology of continuous improvement to eliminate waste and inefficiency. It’s quite literally about becoming ‘leaner’, trimming any excess and being agile, efficient, and flexible. However, LEAN doesn’t just apply to the company and its processes. By definition, there are substantial benefits for any employee to pursue LEAN. And that’s where the mutual benefit comes in – by improving themselves, employees improve the organisation and also the services to our client. For KAEFER, LEAN is about empowering people to succeed as an individual, which is a way of empowering KAEFER to succeed as a company.

KAEFER’s Lean Journey is a global qualification programme where managers coach their employees to grow. There are target group-oriented certifications for Lean Leaders, Project/Site Managers as well as Line Managers, such as Lean Practitioner, Lean Professional, and Lean Master. Each of these allows employees to build upon their skills, improve the way they work and gain practical experience using the KAEFER Lean Project Approach and Lean Site Management on Lean Projects. The overall aim is to achieve a safer workplace, a smarter way to work and a smoother workflow. The Lean Development Programme certificates are a very important basis to build a career and work on projects at KAEFER.

From being a company that does LEAN to becoming a LEAN company.

KAEFER’s Lean Journey began in 2013. Since then, we have applied LEAN on several mutually beneficial projects. Our clients have benefitted from increased efficiency in operations and smoother project delivery, while we have benefitted from improved staff capability, which has led to contract extensions and greater client satisfaction. As part of KAEFER’s mission to be the most reliable and efficient provider of technical industrial services, we want to apply LEAN in all projects and processes along the lifecycle, from operations and administration at operator level to the executive board. We will double the number of Local Lean Leaders, who will be responsible for developing managers into coaches. This will lead to a transformation of the company, with LEAN capabilities applied to all parts of the organisation.

LEAN has already been applied in the majority of projects across KAEFER markets. The next step on our Lean Journey is a target of 80% of turnover covered by LEAN. This is supported by KAEFER’s digital LEAN approach in combination with Digital Project Management Solutions (DPMS).

As a result of this commitment to LEAN, we have steadily improved our Lean Maturity Score. On the basis of so-called Executive Gemba Walks, we score an average of 2.7 out of 5, which shows that we are on the right path towards sustainability. Executive Gemba Walks are divided into different categories and range from a ‘pre-lean’ rating of 1 to a ‘sustainable’ rating of 5. Norway is currently the market leader with the highest maturity score at KAEFER, thanks to the people who have taken the next step by implementing KATA coaching and improving the central workshop as well as major onshore projects. Consequently, they have won the LEAN Award this year, for the second time in a row.

Over the past few years, we have built up our internal capabilities within the Global Lean Team and developed the training formats further. The team now carries out more than 15 different training formats and does this completely independently without external support.

Since 2014, KAEFER has invested in over 76,000 LEAN training days to the benefit of over 4,500 employees.

KAEFER has also done well in terms of implementing LEAN at project level, but, in the spirit of continuous improvement, can do even better. The goal is to develop the market position from strong to excellent. And that involves getting as many people on board as possible – all around the world.

The benefits of adopting LEAN are clear. For example, Mark Fischer, Operations Manager Western Canada at KAEFER Canada Inc., says, “LEAN has not only changed my work, it has changed the way I look at things. It has provided me with a different perspective, which allows me to plan, analyse and challenge our employees as well as myself! I now have the tools to deliver my/our expectations in a way that should motivate others to perform more smartly and be more efficient.”
“I am thankful for LEAN because it taught us to ask the right questions, which leads to the right solutions with the elimination of waste and obstacles in process.”

DHARAMVIR SINGH  Operations Manager in Oman

Dharamvir Singh, KAEFER Operations Manager in Oman had this to add: “I am thankful for LEAN because it taught us to ask the right questions, which leads to the right solutions with the elimination of waste and obstacles in process.” KAEFER Saudi Arabia’s Operations Manager, Debabrata Mishra, agrees: “My Lean Journey has improved my daily routine and has also brought cultural and behavioural changes, leading to better planning and the mitigation of risks. LEAN will play a vital role in sustaining a successful position in difficult market conditions, driving us to live by our core customer values and core principles.”

The next step on KAEFER’s Lean Journey took place in Malaysia, where a strategy was deployed at all levels of the
organisation. We created a heat map of key performance indicators (KPI), out of which the most meaningful process and impact indicators were selected. Every employee was then tasked with improving one of these to reach a defined target condition. This initiative motivated employees at all levels to work towards achieving this goal. “People were coached in how to use the process KPI as a basis for continuous improvement,” says Saurabh Deshmukh, Global Lean Trainer & Coach. “The result was a daily improvement at all levels of the organisation. And the best thing about it was that it became self-sufficient, with employees taking the concept of continuous improvement to heart and practising it regularly without the need for prompting.” A combination of strategy deployment with process KPIs and daily improvement coaching was a substantial step towards the LEAN destination of True North. This goes to show that if an idea makes sense, it will take off by itself and attract a lot of people as well.

Good ideas count – and anyone can have one.

What else is LEAN about, on top of continuous improvement and development? How can that be achieved in practice? It’s simple: good ideas. Every day in every process, every employee can have a good idea about how to improve the work that many have been doing so for years or even decades. “As much as LEAN is about the company, it’s also about the individual,” says Axel Schulz, Global Lean Leader. “In a sense, it’s like giving a manager a pair of sports trainers, which makes it much easier to run faster and achieve peak performance when compared with leather brogues. LEAN allows individuals to take a good idea and give it traction. In that context, it doesn’t really matter where the ideas come from – it can be the foreman on a construction site, an insulator or the head of a department – the point is that it needs to be better than what was there before.” This dedication to improvement is reflected in the Lean training sessions across all of KAEFER as well. “The rating of our trainings went from 1.7 to 1.3, with 1 being the best score,” Axel says. “As part of the Lean Development Programme, our Lean training sessions have become the best in the industry. That’s excellent, but there’s still scope for even further improvement to maintain this advantage not just now, but also in the future.” That, in a nutshell, is the spirit of LEAN.

Since 2014

76,000 LEAN training days

4,500 employees

“As much as LEAN is about the company, it’s also about the individual.”

AXEL SCHULZ Global Lean Leader

Clients don’t like to pay for waste. And LEAN goes a long way in maximising the value we provide for our clients whilst minimising waste at the same time. Because we’re as concerned with growing our client’s business as we are our own. Implementing continuous process improvement within an organisation is rather simple, as long as it’s practiced by everybody, every day and in every process. So the question is, when will you join the movement? ←
Compliance is a force for good.

A new Code of Business Conduct and fostering a culture of Compliance@KAEFER.

Fairness counts. Think of it in terms of sports – you expect all teams to respect the rules of the game and to play fairly. Our company is no different, as we’re obliged to conduct our business in the best way possible. That’s precisely why we introduced a new Code of Business Conduct in 2018 to update the rules and regulations that govern our behaviour and ensure that we act in a fair, ethical and transparent way.

The new Code of Business Conduct builds upon the previous document and is part of a drive to implement positive change when it comes to Compliance@KAEFER. “We know it’s not something that can happen in the space of just one day, but it’s a substantial step forward,” says Petra Markwardt, Compliance Manager at KAEFER in Bremen. “Compliance is about cultural change and that’s gradual. Our company is a living system and compliance itself is constantly in flux, when regulations, governments and situations evolve and develop, for example.”

Compliance isn’t complicated. At least it doesn’t have to be. Part of the work of KAEFER’s compliance department is the creation of information material, such as posters or booklets that clearly and easily outline the principles of working fairly, transparently and ethically. The cartoons in the compliance booklets are taken from our e-learning course and show a range of diverse characters, using language that anyone can understand. “I have dozens of booklets in my office in different languages,” says Petra, “and sometimes, when I have a meeting, I quiz my counterparts to see if they can recognise the different scripts. From Zulu and Hindi to Thai, French and Malayalam – they’re all there and it reflects the people at KAEFER as well as the importance we place on compliance throughout the entire company.”

“For me, compliance means safety – both mine and the company’s.”

MILE PALIGORIC  Foreman at KAEFER Industrie in Germany

Compliance applies to all areas of KAEFER’s activities – from our offices to the construction sites and remote industrial locations where we work. It also applies to all our people and is demanded by our clients as well. “Whenever I’m out in the field, I’m taken aback by the sheer scale of some of the projects we work on and the amount of effort our people put into them,” Petra points out. “I have a great deal of respect for our colleagues and don’t want to be perceived as a kind of internal police. Compliance is rather a force for good and we are partners in strengthening it in our company.”
EARLY BIRDS The KAOPER Energy team at a 7 AM Toolbox meeting at the Mongstad Refinery in Norway.
All around the world, we work on projects that really matter. Not just to our clients but also to us and our colleagues. We take pride in the work that we do and the fact that we’re known throughout the globe for being the company you can rely on when a project really counts.
<table>
<thead>
<tr>
<th>#</th>
<th>Country</th>
<th>Company</th>
<th>Project Name</th>
<th>Services Executed</th>
<th>Man-hours</th>
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<tbody>
<tr>
<td>1</td>
<td>United Arab Emirates</td>
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<td>Insulation, Scaffolding, Surface Protection, Passive Fire Protection</td>
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<td>Saudi Arabia</td>
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<td>Peru</td>
<td>KAEFER KOSTEC</td>
<td>COSAPI Area 1 and Flexicoker</td>
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<td>SAE Institute Wien</td>
<td>Acoustic Insulation, Interior Outfitting</td>
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<td>Lithuania</td>
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<td>Finland</td>
<td>KAEFER</td>
<td>“Norwegian Getaway” cruise ship</td>
<td>Interior Outfitting</td>
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<td>“AIDAmira” cruise ship</td>
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8 AUSTRIA
KAEFER Isoliertechnik
Project name
SAE Institute Wien
Services Executed
Acoustic Insulation, Interior Outfitting
Man-hours
2,500

9 LITHUANIA
KAEFER
Project name
KAUNAS CHP waste incinerator
Services Executed
Insulation, Acoustic Insulation
Man-hours
44,000

10 FINLAND
KAEFER
Project name
“Norwegian Getaway” cruise ship
Services Executed
Interior Outfitting
Employees on-site
65

11 MALAYSIA
KAEFER Malaysia
Project name
RAPID
Services Executed
Insulation
Employees on-site
68

12 THAILAND
KAEFER Engineering
Project name
Johan Sverdrup
Services Executed
Insulation, Acoustic Insulation, Passive Fire Protection

13 INDONESIA
PT KAEFER
Project name
BP’s Tangguh LNG
Services Executed
Insulation, Scaffolding, Surface Protection, Passive Fire Protection

14 SWEDEN
KAEFER
Project name
Preem
Services Executed
Scaffolding
Employees on-site
200

15 GERMANY
KAEFER Industrie
Project name
Messe City Köln
Services Executed
Surface Protection
Man-hours
7,800

16 GERMANY
KAEFER Schiffsausbau
Project name
“AIDAmira” cruise ship
Services Executed
Interior Outfitting
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<th>Project No.</th>
<th>Country</th>
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<td>Le Havre thermal power plant</td>
<td>Asbestos Removal, Scaffolding</td>
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25 BRAZIL
RIP Serviços Industriais
Project name
Mineração Rio do Norte
Services Executed
Civil Construction, Electromechanical Work
Man-hours
3,875,520
26 CANADA
KAEFER Industrial Services
Project name
Cavendish Farms Refrigeration
Services Executed
Insulation
Man-hours
20,320
27 UNITED KINGDOM
KAEFER
Project name
Dow
Services Executed
Insulation, Scaffolding, Surface Protection, Rope Access, NDT
Employees on-site
60–150
28 FRANCE
KAEFER WANNER
Project name
Le Havre thermal power plant
Services Executed
Asbestos Removal, Scaffolding
Man-hours
55,000
WHAT COUNTS FOR YOU AND FOR US?

We’re driven by pride in what we achieve and how we achieve it. The stories on the following pages are a showcase for the amazing projects that our people work on – from Australia and Finland to Spain and many more locations around the globe – work that really counts for you and for us.
The path you choose counts as much as the destination.

We’re living in the future right now. But that doesn’t mean we’ve stopped moving. KAEFER’s digital roadmap will give the company clear direction on the path to tackling tomorrow’s digital challenges.
We all know that the future is digital. But what does ‘digital’ actually mean? It’s a term that comes with a wide variety of associations, practical applications and definitions. For Dr Roland Gärber, Co-CEO of KAEFER, it’s actually fairly simple: “In our company and with the work that we do, digitisation should mean big smiles on our people’s faces because their working lives are easier,” he says. “So for me, if 90% of the more than 28,000 people who work for us can save an hour a day by going paperless, then that’s a tangible benefit of digitisation and a big step in the right direction.”

The purpose of the digital roadmap is to successfully navigate the change that digitisation will bring for KAEFER. In that respect, it’s also important to remember that this is a project about our business, not IT. “It’s about changing the culture in the company,” says Roland. “Take communication, for example. The classic reporting structure simply falls away when you have digital channels where you can quickly and efficiently exchange information with stakeholders. This then changes the roles of management, as the people they are responsible for in different departments or markets can talk directly with one another. Yet the managers still need to keep an overview and be able to communicate what’s happening – just differently. Changing the way we interact provides a great deal of opportunity for sharing and increasing efficiency. And for everyone at KAEFER, no matter whether they’re 16 or over 70, it should be beneficial.”

“Digitisation also means transparency. And transparency destroys all forms of inefficiencies,” Roland adds. “Decades ago, you had to go to a travel agent to book a hotel. That was the gateway to your holiday – they held all the information. Now, you have absolute transparency and are not only able to book a hotel online, but you can also read what others have said about it and see the photos they took while there. Digitisation is a great leveller. Our people need to be prepared for this kind of shift and the same levels of transparency in our daily work.”

Even though we generally regard transparency as a positive thing, it can also be uncomfortable. Especially for people who haven’t grown up with their smartphones always on and their social media accounts set to public. But that’s what the digital roadmap is for. It’s designed to bring everyone on board, regardless of the speed at which they travel. Because there are no one-size-fits-all solutions with digital change and transformation.

“Digitisation is not about more controlling, complicated reports or prettier graphics,” Co-CEO Steen Hansen says. “It’s about very practical, everyday applications.” From using digital tools such as tablets on a construction site and the automation of specific processes, to looking at providing value for clients and increasing the speed at which things are done, there are so many aspects of our work that can be positively affected by digitisation. For example, we work with markets where digital invoicing is the norm rather than the exception. And we work in others that still heavily rely on paper. There’s a lot of scope for improvement and a great deal of potential for good ideas to be applied throughout the KAEFER Group.

This is not to say that we’re looking to replace employees with digital processes. Quite the opposite: we’re looking at using digital educational tools and e-learning offerings to expand the skills of our employees and boost their potential as people. “You can’t just install digitisation,” says Steen. “It’s not a piece of software local IT can bring to your office and load onto your PC. It’s about optimising processes and eliminating inefficiency with IT as a tool or a ‘backbone’ to make that happen.”

That’s why we need a digital roadmap. Firstly to assess where we stand right now. Secondly to develop a digital vision for KAEFER, including governance, company culture and technical infrastructure.

KAEFER’s digital roadmap is the path that we will take to achieve this vision and involves all the initiatives that are required to move us forward. We also have to remember that we’re beginning the journey from a good position. “We’re not starting from scratch,” Roland points out. “But even though we’re in a reasonable place now, we need to look to the future and get excited about the possibilities digitisation will bring. Even if we have to navigate some choppy waters to get there, it’s a destination we should all look forward to reaching together.”
They call us the “fire brigade”.

Working in concert with clients to overcome even the biggest challenges at Neste in Finland.

Even though KAEFER provides innovative and effective passive fire protection, sometimes we have to play fire brigade ourselves. This doesn’t literally mean putting out fires, however, but rather helping our partners, such as Neste in Finland, to solve problems in the face of potentially lengthy delays. Sampsa Järveläinen, Industry Department Director at KAEFER in Finland, tells us more: “Back in 2017, our client really needed our help. One of their sites had developed a problem that required us to perform some serious emergency insulation. This was no small job. But we were on-site just two days later with 20 industrial insulators. They worked tirelessly over three days and nights to solve the problem. And they succeeded.”

Even though this was an exceptional situation, it’s indicative of the relationship between KAEFER and Neste. The two are partners and KAEFER is decidedly more than just a subcontractor. Working together to agree everything in advance, rather than facing difficult discussions later, as well as synchronising timetables to ensure everything is done efficiently add to the connection between the two companies. There’s also been a long history of collaboration, with KAEFER having responsibility for Neste’s Porvoo refinery site since 2002.

For Sampsa, this relationship and deep partnership means that having to step in when the going gets tough and play fire brigade is simply part of it. That’s what partners are for. And as Jukka Jutilä, Scaffolding and Insulation Coordinator at Neste, says in typically succinct Finnish fashion, “Why would we change a great partnership?”

“This relationship and deep partnership means that having to step in when the going gets tough and play fire brigade is simply part of it.”

SAMPSA JÄRVELÄINEN Industry Department Director
How does a small team of specialists make an impression in the engineering world? It’s simple: by taking on the biggest project they could possibly find. Running at over three kilometres, the Gaasperdammtunnel is one of the longest in the Netherlands. It consists of five parallel tubes with a total width of 70 metres. That’s a lot of space that needs crucial passive fire protection. KAEFER Construction in Germany has the expertise necessary, with over 40 references across Europe. The tunnel team has successfully handled, on average, one to two tunnel projects annually throughout the continent over the last ten years. They’re small but focussed, so the opportunities presented by a complex, safety-critical €25 million project were too big to not take advantage of. KAEFER’s local presence in the Netherlands was the trigger for the joint execution of the project as part of an internal joint venture.

They say that you never get a second chance to make a good first impression. The successful fitting of the fire protection for the Gaasperdammtunnel with a small, dedicated team would make civil-engineering purchasers, general contractors and members of the supply chain sit up and pay attention. So how exactly did they do it?

A truly Herculean project like this one makes for fascinating reading in terms of the sheer numbers involved. Installing the passive fire protection (PFP) required no less than 1.7 million FISCHER nail anchors, 24 km of fire protection tape and 258,000 m² of PROMAT fire protection panels. For eight months, up to four lorry loads of equipment would arrive daily to successfully achieve the milestones set by the project and its five tunnel tubes.

When it came to the fire protection plates, with a weight of up to 90 kg each, it was necessary to decide upon the safest and most efficient mounting method. A detailed model of the site was created at the KAEFER production facility in Butzbach, Germany, to test whether the theory would work in practice. Special machinery was configured that works similar to the way vacuum lifters hoist heavy glass elements. The 20 lifters used for the job represented a safe, efficient and ergonomic solution.

Hundreds of thousands of people will use the tunnel every single day. “Safety-critical projects are our bread and butter in passive fire protection,” says Axel Fischbach, PFP Project Manager, “But of course we have to pay particular attention to the execution of every detail, simply based on the large number of people that will be driving through the tunnel daily.”

The scaffolding side of things, which is the speciality of our Dutch colleagues, was a huge challenge as well. KAEFER in the Netherlands developed a solution: flexible scaffold towers mounted on to rails. On top of having to be mobile, these structures also had to take the weight of the lifters, material and people working on them.

Grateful for this chance.

The premiere of a new department with an ambitious new tunnel project.
Overcoming these diverse and complex challenges goes a long way in demonstrating the team’s persistence and flexibility. “You can’t work on a project like this and assume everything will run smoothly, even if, like in this case, it does,” Axel adds. “That’s our advantage – we constantly prepare ourselves for challenges. Our solution-based competence is why clients commission us and what separates us from the rest in terms of getting the job done.”

The Gaasperdammertunnel is the ideal showcase for the newly established KITP: KAEFER International Tunnel Protection. This project has firmly established the fire protection team as a provider of effective solutions and, most importantly, has gained the attention of potential clients and partners. As part of the KAEFER Construction strategic growth initiative, several further markets and projects have been identified where KITP can make inroads. There are 15,000 km of tunnels in Europe. And the tunnel in Amsterdam is an ideal showcase for a successful and innovative project right on KAEFER’s doorstep – an opportunity that we are grateful to have been given.

WHAT COUNTS FOR YOU AND FOR US?

The bigger the box, the bigger the challenge. Fortunately, the team at KAEFER Integrated Services in Australia believes that bigger is better. The work involved in undertaking a full structural refurbishment of the feed-preparation filter building inside the metallurgical plant of a copper and uranium mine in South Australia is an extremely difficult undertaking. The building is 35 metres long, 16 metres wide and 32 metres high. And to top it off, the work had to be done while the plant continued to operate. This involved close coordination of the client operational teams and KAEFER’s mechanical, scaffolding, surface protection and wall cladding teams — as well as a healthy portion of thinking outside of the box.

“We’re known for providing services that differ from what our competitors have to offer, especially when it comes to innovative work methods that improve productivity and safety,” says Steve Jordon, KAEFER Project Manager. With the feed-preparation building, the team had to fully scaffold and encapsulate the excavation from the client. Thinking outside of the box pays dividends, but, for Steve, the little electronic box in our pockets also helps employees like him do his best: a mobile phone. “It’s what keeps me connected with my family and friends, I need to count on that to count on them too.”

Thinking outside the box. While working on the inside of one.

Refurbishing an integral part of a working mine in South Australia using innovation and dedication to new solutions.
Thinking outside the box. While working on the inside of one.

Refurbishing an integral part of a working mine in South Australia using innovation and dedication to new solutions.

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WHAT COUNTS FOR YOU AND FOR US?

480 tonnes of internal and external scaffolding and encapsulation

471 m² of chequer plate flooring replaced

116 structural defects fixed

51 additional out-of-scope items completed

39 emerging defects remedied
Two talking as one – the story of Johan Sverdrup.

A commitment to safety and the future of Norway in one of the country’s largest oil fields.

Johan Sverdrup was the father of Norwegian parliamentarism. But this story isn’t about him. It’s about Rune Nedregaard and Jens Tolås and the oil field that bares Sverdrup’s name. It’s one of the five largest on the Norwegian continental shelf. Containing an estimated 2.7-billion barrels of oil, it’s also one of Norway’s most important industrial projects. Exploiting these resources is a challenge and an enormous undertaking. The fact that it is offshore as well only adds to the difficulties that need managing. So it should come as no surprise that KAEFER Energy was closely involved, with a contract awarded by Equinor to provide insulation, scaffolding and surface protection services for the entire field, including maintenance for five installations and offshore work for Johan Sverdrup Phase 2. Rune Nedregaard is Operations Director for Equinor’s Johan Sverdrup field and Jens Tolås is KAEFER Energy’s Director of Offshore Projects.

The two men share a lot in common, especially when it comes to their thinking on safety. “We’re one team,” says Nedregaard. “It is important that all actors in this project are integrated and work together efficiently and safely.” Jens agrees, saying, “We focus a great deal on HSE, since we all have responsibility for one another’s safety. We even won an award from Equinor for our HSE results in 2018.” Nedregaard adds that one of the reasons why KAEFER was chosen for the project was its track record in HSE.

Their commitment to safety isn’t the only thing that unifies these two professionals. There’s efficiency and speed as well. For the Sverdrup project, Nedregaard is keen to mobilise the KAEFER Energy team quickly. Jens is equally committed to fast and effective work, citing various projects where KAEFER Energy was able to complete work ahead of schedule. “Our customers gave us a great deal of recognition for this,” he says, adding, “we also implemented LEAN six years ago and the results speak for themselves: we get very good feedback from clients and can provide efficiency and savings.”

This goes to show how important being able to count on one another is when working on projects that are as vital for Norway’s future as the Johan Sverdrup field.
“We focus a great deal on HSE, since we all have responsibility for one another’s safety. We even won an award from Equinor for our HSE results in 2018.”

JENS TOLÅS Director of Offshore Projects, KAEFER Energy
All hands on deck.

Achieving more by working together as one on the AIDAmira cruise liner with teams from Germany and Finland.

There’s a great deal of talent at KAEFER Marine. From specific engineering competence in areas like insulation or interior outfitting to logistics, planning and coordination, the skills are there in-house to provide excellent quality workmanship and professional solutions. Whilst a lot of these areas do very well on their own, they could be even better together. There is a great deal of scope for added value and efficiency, not to mention a stronger brand. That’s exactly the voyage that KAEFER’s Marine Division has embarked upon–together.

The idea is to get to a place where various international teams with different competencies work in concert and leverage their individual skills to cross-sell services on projects as well. In a series of Expert Meetings, the KAEFER Marine community has worked on developing a strategy to achieve this by focusing on four specific areas: cruise ships new build, cruise ships refurbishment, naval vessels and mega yachts.

When it comes to servicing each of these areas there are a great deal of opportunities. Different clients, such as luxury shipbuilders, cruise lines or navies have a variety of needs, which can be met with a full-service portfolio. From new-build work and refurbishment to interior outfitting and surface treatment, KAEFER Marine can provide the whole spectrum.

The benefit of offering a full service to clients is that it taps into their need for greater efficiency, whilst handling more complex requirements in an increasingly competitive environment at the same time. KAEFER Marine has the capability to combine resources, cooperate and collaborate to make seemingly undoable projects doable.

The conversion of the COSTA neoRiviera cruise liner into the AIDAmira is the perfect case in point and illustrates how counting on one another’s skills works in practice.
It’s a major challenge: like a giant game of Tetris.

The project required the refurbishment of 624 cabins, together with turnkey exterior work, such as the outside decks and spa, including steel, HVAC and piping modifications. As the vessel was only in dry dock for four weeks, around 80 cabins had to be done every three days. On top of that, the KAEFER team had to coordinate the arrival of supplies and materials from all over Europe to make it all happen. Some would call that a logistical nightmare. The Marine team saw it as a golden opportunity. It could have been only a cabin job, but the German team responsible for that part knew that the KAEFER team in Finland would be perfect for the exterior outfitting as well. Consequently, they convinced the client to make the most of the existing synergy and combined talent.

This didn’t change the difficulties both teams faced. Thousands of parts had to come together at exactly the right time for the plan to work. “You can almost see it like a giant game of Tetris,” says German Project Manager Florian Bachl. “We had to have a large assembly hall adjacent to where the ship was in dry dock and we had to coordinate the arrival of dozens of loads of material every day to be assembled in the right place at the right time.”

The result was a new lease of life for the 25-year-old cruise liner. Thousands of guests were able to enjoy a much more modern experience with high-quality fittings and an updated design.

The Germans and Finns working on this large game of Tetris showcased the potential within the Marine community for synergy and collaboration. Since a substantial part of the work for the project was done by KAEFER, it was also an ideal opportunity to strengthen the overall brand with high-quality workmanship and results. Clients far and wide have received the message: “KAEFER does project management like no other. The most important part of a refitting project is the coordination of labour and materials – it has to be in the right place, at the right time, in the right hands. KAEFER are very good at this, particularly when it comes to communication and cooperation,” says Norwegian Cruise Lines, US. Counting on one another’s skills pays dividends and if all continues to go to plan, the KAEFER Marine team will look forward to receiving more feedback like that in the future.
When the best ideas come to the surface.

Coping with high pressure – by increasing it with innovative technical solutions at the Navantia shipyards in Cadiz, Spain.

A naval ship’s exterior surface is actually its very first line of defence. That’s why it’s important to treat these areas properly, especially when it comes to the paint. The KAEFER team in Spain working at the Navantia shipyards know this well, especially as this facility deals with many naval vessels. And they’re also aware of the scale of the challenge when it comes to stripping and repainting these giants of the seas. That’s why they need all hands on deck to minimise downtime while maximising quality.

Fortunately, they have technology on their side. They use state-of-the-art robots to work on two 630-tonne cranes that are over 120 metres tall at their highest point. These remote-controlled devices can remove up to 85% of the surface coating using extremely high pressure of up to 2,400 bar. Yes, you read that correctly. These innovative robots spray water at around 1,000 times the pressure in a normal car tyre. That’s not all they can do. They’re magnetic, which means that they attach themselves to a flat surface when working. They also can manage 40 to 50 m² per hour, compared to the 10 to 15 a human could do. And the best thing about these robots is that they are much better for the environment, thanks to a system where the waste water and dust generated in the process is filtered directly. This is a substantial benefit when working at heights of over 100 metres and a key requirement for the award of the contract by the client, since even the smallest gusts of wind risk spreading the debris around the facility and beyond. Using the robots means that there is no clean-up necessary and the water returned to the sewage system is also uncontaminated. There is also no rust on the crane’s steel surface because of the high heat generated by the extreme pressure and the water reclaiming system. This demonstrates how KAEFER’s use of new and innovative technology makes a serious difference.

It’s not all possible without human hands, however. The robots are limited to surfaces where their magnets can hold a steady footing. For all other areas, you need people. Especially when it comes to coating, and in this case a new system was used that allowed for fewer steps and less drying time. You also need to rely on good old-fashioned human skill, such as the hands of ambidextrous Elena Fernández Romero. She’s a KAEFER rookie, having joined four months ago to work on the Navantia project. However, she’s a seasoned professional when it comes to feeling comfortable at dizzying heights as a result of her passion for extreme sports. “I’m the kind of person who goes for 100% in everything I do. I’m always looking to push myself and improve my performance,” she says, “which is why I use both hands when I’m painting – I can achieve more that way.”

These are just a few examples of the measures used on-site to ensure that the surface protection, electrical and mechanical maintenance and steel structure refurbishment go to plan and fit within the extremely tight time frame provided by the client. The entire logistical exercise is complex and requires the skill and talent of rope access workers, painters, robot operators, and project managers and coordinators.

“In many respects, this is also a LEAN project based on the application of principles such as the elimination of waste, the improvement of processes and the simplification of our operations,” says Jairo Lorenzo Tenorio, Technical Painting Support at KAEFER in Spain. “We can successfully execute a wide variety of different methods and activities on one project like this, but we need each individual to do their best – together.”

When there’s a crew like the 30 KAEFER people working at Navantia, you can count on the fact that they’ll be there – ready to give their all to ensure the project is a success.
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ELENA’S PLACE OF WORK. The 120-metres-tall cranes at the Navantia shipyard
The team at the KAEFER FOUNDATION may not have a floodlight with their symbol to illuminate the sky, but you can say that the work they do makes just as much of an impact as some of the superheroes we know and love.

The foundation was created ten years ago as a non-profit organisation to help KAEFER employees and their families around the world in times of crisis. The concept is to provide non-bureaucratic aid where it is needed quickly and effectively.

For example, in 2018, the Indian region of Kerala experienced the worst monsoon for a century. It caused biblical floods, killing several hundred people and affecting up to a million directly. This included over 2,000 KAEFER employees from Kerala, who work in the Middle East. The KAEFER FOUNDATION sprang into action immediately, working together with local entities in the Middle East and providing financial aid to help them recover and rebuild after the floods.

The KAEFER FOUNDATION doesn’t just react to catastrophes. It also supports several long-term projects as well. The KAEFER AIDS Relief Programme (KARP) was initially established to improve access to continuous HIV and AIDS education, prevention and treatment for employees in South Africa. For several years, this programme has contributed to campaigns that provide care and support as well as efforts to eliminate the stigma surrounding the disease.

According to Francisca Gorgodian, Managing Director of the KAEFER FOUNDATION, “although there have been enormous improvements in terms of treatment and awareness in more developed countries, the situation with AIDS in Africa is still a big issue. There remains much work to be done, especially in terms of education...
and acceptance and the fight is by no means finished. That’s what KARP is there for and that is why the foundation supports this project.”

Being part of a global company like KAEFER, the foundation also supports great technological ideas for a sustainable future such as the Scientific Purification Indicator (Scipio), developed by five students of electrical engineering at the University of Bremen. This solar-powered device is designed to determine whether water is drinkable or not. “Given that several billion people on this Earth don’t have access to clean water, the concept can be a game changer,” says Dirk Brand-Saßen, Managing Director of the foundation.

These are all amazing examples of the work that makes a huge difference to people’s lives. But there is something else that the foundation shares with many of the superheroes in the movies: working in the shadows. The KAEFER FOUNDATION isn’t as well known as it could be. This is something a local student in Bremen has helped us with. As part of her studies at the Kunsthochschule Wandsbek, Kübra Yilmaz developed a new branding concept for the KAEFER FOUNDATION. It will be hard to overlook with its striking orange colour.

You can also play a role as well. The foundation is completely funded by donations, so contributing is always a great way to support it. Taking part and volunteering helps a lot, too. So does talking with your colleagues, friends and family about the great work the foundation does and the initiatives it supports.

Dear reader, help us make a real difference and support the work we’ve been doing for the last ten years. Get in touch with us directly or send us an email to Foundation@kaefer.com if you’d like to play a role in volunteering your time or making a contribution. With your help, we can make amazing things happen and change people’s lives for good. ←
WHY CLIENTS COUNT ON US.

If it weren’t for our clients, we’d be out of business. All over the world, a diverse group of clients in various technical and industrial fields count on KAEFER to get the job done in some of their most important and ambitious facilities and projects. But don’t just take our word for it – let our clients tell you themselves how they can count on KAEFER.
What can we learn about our relationships from a refinery?

It takes two to tango at BP’s refinery in Lingen, Germany.

KAEFER was there from day one. When the refinery was built at Lingen in Germany’s Lower Saxony, from 1950 to 1953, KAEFER did the insulation work. And to this day, KAEFER remains as the insulator on-site.

If we look at how BP Lingen and KAEFER have worked together over the decades, it can teach us all a thing or two about how to maintain a relationship. From the boom in the 1960s and the oil shock of the 1970s to the changing head winds of the late 1980s and 1990s through to the innovative new developments we see today, KAEFER and BP Lingen have been through a lot together. In fact, at this very moment there are 25 to 30 KAEFER employees supporting BP at Lingen. That’s a deep connection.

So what’s the secret to such a long partnership? KAEFER Industry Communication Champion Monique Roth had a chat with Ralf Blockhaus, Head of the Strategic Contractor Management and Technical Audit Department at BP Lingen to find out.
Blockhaus is very clear from the outset: "When we’ve needed KAEFER, they’ve been there for us. They never let us down. Whenever we required support, KAEFER was always at our side." That’s a good starting point for any relationship. Being able to count on one another constantly allows for future and long-term projects, investments and expansions to flourish and run smoothly. The certainty that this kind of cooperation brings also means that both sides can count on one another during the highs as well as the lows. On this point, Blockhaus maintains that, “a good relationship is also about being able to tell one another how not to do things. We have that and I think it’s good to be confronted by our partner and encouraged to have a constructive discussion.”

**You need to know each other well.**

You’d expect a couple to have a pretty good understanding of one another after over 60 years together. That’s certainly the case at BP Lingen. “KAEFER knows our refinery very well. And they also know our technologies, as well as our safety and organisational structures. They’re a firm part of the daily maintenance work performed on-site and are also closely involved in our project and shutdown processes business,” says Blockhaus.

**It’s imperative to have similar values and future goals.**

Everyone should be able to return home safely at the end of a working day. This commitment to safety is shared by both BP Lingen and KAEFER and is a topic that is close to Blockhaus’ heart as a former safety engineer. “Over the years, KAEFER has shown that they are more than capable at fulfilling their commitments to safety. With KAEFER, we have a great partner on-site that shares the same safety philosophy that we have. Our philosophy is that ‘we believe in zero’ and we know that zero incidents are achievable and have already proven it,” he says. Having a shared set of values and goals is the basis for any good foundation and it’s clear that this is the case when it comes to safety, efficiency and collaboration with KAEFER and BP Lingen.

**It’s important to try new things together.**

Sometimes, you need to spice things up in a relationship. Blockhaus is grateful for KAEFER’s proactive approach when it comes to innovation and trying new things. For example, BP Lingen was used to test KAEFER’s Digital Project Management System (DPMS) in a pilot project. Working on this together allowed both sides to gain new insights and experiences that will be useful for their collaboration. This also applies to LEAN and the processes of continuous improvement on both sides. “We constantly identify areas where we can make improvements together. That’s how we can remain competitive and develop together as a team,” says Blockhaus.

You never stop learning and growing in a relationship. More than 60 years can lead to a lot of insight and as long as it’s put to use constructively, it will lead to mutual success. That’s why we’re already looking forward to working together in the future.
It takes time to build trust. Just like an exclusive yacht.

KAEFER and Lürssen’s collaboration makes the impossible possible.
There’s nothing quite like a yacht. Designed and created primarily to be a source of pleasure for its owners and those fortunate enough to be their guests, yachts are the ultimate in luxury and uncompromisingly high quality. Nobody knows this better than Lürssen. The family owned company has been creating some of the most spectacular yachts in the world for over 100 years. In many respects, their work would be even more challenging without the help of KAEFER, who have stood by their side in the development and manufacture of exterior outfitting and furnishing, passive fire protection, insulation and specialist solutions.

“Every single yacht is completely individual – a one-off that has never been built before,” says Head of Purchasing, Dennis Maschke, who has been with Lürssen since 2005. “This level of customisation and bespoke manufacturing means that many engineering challenges need to be overcome during the actual production process. And for that, we don’t just need suppliers, we need flexible and trustful partners that play an active role in helping us design, create and build these unique vessels. KAEFER certainly fulfils these requirements.”

Building a yacht means turning dreams into reality. And this requires extreme attention to detail, not to mention time and effort. Builds can take upwards of 36 months and the outfitting and engineering of various components and elements have to be handcrafted or individually created. “Take external ceilings, for example,” says Maschke. “Together with KAEFER, we first determine how a solution can work based on detailed mock-ups. This can involve using a prefabricated system for one part, but then becomes much more tricky when we look at stainless steel accents, mirrors, integrated lighting, custom finishes and extensions,” he explains. “What we end up with is a completely tailor made solution. And that’s why we value our relationship with KAEFER. They can provide what we need based on the fact that they know us, our work and our way of doing things. This is something that can only be built up over an extended period of time.”

Over the decades in which Lürssen and KAEFER have been working together, things have changed in the industry. Design requirements have increased exponentially and parts of a yacht that used to be more functional, such as exterior furnishings, kitchens or even communal areas, have now become much more intricate, integrated and complex. “From infinity pools and multiple helicopter landing pads to water features, every challenge we face is different and requires a specialised skill set,” Maschke says. “Having partners like KAEFER that also have an extensive network makes those challenges easier to overcome.”

Things will continue to change in the yacht building industry. And both KAEFER and Lürssen will move with the times. But what will remain the same is being able to count on one another as a result of the trust that has been built up over such a long period of collaboration.
The secret to success can be found two steps ahead.

Innovating at every opportunity in Australia.

Continuing to innovate is directly linked to the future of Santos, which is Australia’s largest onshore oil and gas producer. When it comes to the economic viability of new oil and gas wells, it’s important to keep ahead in the industry and see where new solutions can lower costs.

“Innovation comes from our suppliers and us as an operator. But there are many different sorts of innovation – including new equipment that may do a job quicker or remove a safety risk, and the implementation of new and lean processes,” says Brenton Emery.

The integrity of equipment used to keep oil and gas equipment running as it should is paramount, especially given the high pressures and both extremely high and low temperatures of operation. KAEFER provides the scaffolding necessary to reach difficult locations, as well as paint and surface protection that does not impact operational performance.

“I can count on KAEFER for proactive ideas in scaffolding and all their services. We even nominated them for an innovation award.”

BRENTON EMERY  Team Leader Procurement / Maintenance, Repair and Operations / Santos Limited, Australia

“We often ask ourselves, ‘what innovation will deliver results for us in ten years’ time?’, and challenge the roadblocks that are preventing us from achieving these results much sooner,” Emery says. Counting on KAEFER to provide the innovations tomorrow’s business needs can help speed up the process even further. ←
Extracting more than just resources.

Finding and creating value for the future in Oman.

The Liwa Plastics Industry Complex (LPIC) project is a tremendous undertaking. It’s Oman’s first petrochemical complex and is worth a combined total of approximately €3.7 billion. The third package of the project involves constructing a production facility in the Fahud gas field to extract natural gas liquids. KAEFER in Oman was awarded a substantial contract by Korean company GS Engineering and Construction to provide extensive insulation, painting, passive fire protection and scaffolding.

The project is the first of its kind in the sultanate and will enable Oman to take the downstream plastics industry to the next level.

“We don’t choose subcontractors just based on costs. They must be technical experts in the field. KAEFER is well known for this.”

According to S.S. Kim, “to accomplish the goal, every subcontractor must be a partner with the same values. Reliability, creativity and passion go beyond the actual construction work itself. And these are values that we share with our partners at KAEFER.” In fact, GS Engineering has even provided KAEFER with a letter of appreciation to underline its satisfaction with the work that they have done, with over one-million man-hours invested in the project so far.

This project is a major success for KAEFER in Oman and the company has succeeded in repositioning itself above the competition in the region, having returned to the market in 2017. According to Majid Al Ghafri, specialist in SME development at Oman Oil Refineries and Petroleum Industries Company (Orpic), the end client for the project, “when it comes to responsibility to society and CSR, HSE, work quality and commitment, many companies are still developing in order to reach the levels that KAEFER has already reached in these respects.” The fast-developing petrochemical industry in Oman can count on KAEFER to provide further solutions and services to drive the prosperity of the country and its people further.
All photos featured are of real KAEFER people. We’d like to thank our friends and colleagues for contributing to this K-WERT and for taking part in the photo shoots.

As always, we would be pleased to know what you think of K-WERT. Please feel free to send your feedback to k-wert@kaefer.com.